

# CITY OF STAMFORD

ANNUAL REPORT FISCAL YEAR 2015-16



David R. Martin

Mayor

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## PART I – STAMFORD OVERVIEW

### 1. ABOUT STAMFORD

Stamford, first settled in 1641, is Connecticut's third largest city by population. It was named the Town of Stamford in 1642 and was admitted to Connecticut in October 1662. In 1893, the City of Stamford, comprising the central portion of the Town of Stamford, was incorporated. Thereafter, the City of Stamford became a composite part of the Town of Stamford resulting in two separate governments. On April 15, 1949, the Town and City were consolidated and named the City of Stamford. Stamford covers an area of approximately 40 square miles located on Long Island Sound between Greenwich to the west and New Canaan and Darien to the east.

The City is less than one hour from New York City by rail or highway transportation. It is on the New Haven line of the Metro-North commuter railroad and also receives service from Shoreline East, Amtrak, and Conrail which provide daily passenger and freight service. It is served by interstate, intrastate, and local bus lines. The Connecticut Turnpike (I-95), the Boston Post Road (U.S. Route 1), and the Merritt Parkway (CT Route 15), traverse the City.

Stamford has a high concentration of national and international corporate headquarters, and it is the major retail trade center of Fairfield County, yet it maintains its suburban character and residential areas. The City offers its residents a high quality of life including good schools, a broad array of public services, attractive parks and recreational activities, and a safe living environment. Through sound urban planning the City has strengthened its downtown retail core, increased its housing and cultural facilities, and attracted major office development.

Following the restoration of Mill River in 2009 and the opening of the first section of Mill River Park in May 2013, construction is underway on the Brownstein/Selkowitz Carousel Pavilion that will house the hand-carved Nissen Carousel. In spring 2017, construction of Phase 2 of the park landscape covering the next 8 acres of the park along both sides of the river from Main Street to Richmond Hill Avenue began. The plans include further

flood mitigation south of Main Street. Over 1,500 residential units have been built within one block of the park and another thousand units are in the pipeline. New local real estate tax revenue from development that has occurred within a block of Mill River Park since the project began exceeds \$10 million annually.

Plans for construction of the proposed Transit-Oriented Development (“TOD”) project planned for the Stamford Transportation Center, which included a new parking garage, hotel, and retail space are still being finalized by the State of CT. The final construction phase of the Stamford Urban Transitway (SUT), which provides automobile and enhanced bus, bike, and pedestrian connections between the Stamford Transportation Center and the City’s East Side, is expected to be completed in the Fall of 2017.

The 82-acre Harbor Point development in the South End continues under active construction. To date, more than 2,300 apartment units have been completed, are under construction, or have received approval to commence construction. The project includes 4,000 residential units of which ten percent are affordable housing; commercial space including office buildings, a grocery store, a waterfront hotel, restaurants, and a marina; more than 11 acres of parks and public spaces; a community school; and publicly accessible waterfront areas.

The University of Connecticut (UCONN) Stamford Branch has finalized arrangements for the building being constructed on Washington Boulevard [correct address?], which will provide 250 units of residential housing for UCONN students. Stamford Hospital’s construction of a \$450 million development that will include a new five-story hospital building and a central utility plant is almost complete.

#### **a. U.S./State of CT Census Statistics**

Stamford is an important residential suburb in one of the highest per capita income areas of the United States. The 2010-2014 American Community Survey reports Stamford’s median household income as \$77,221 with a 2014 Census population of 128,278.

<b>Population Trends and Densities</b>			
<b>Year</b>	<b>Population<sup>1</sup></b>	<b>Percent Change</b>	<b>Density<sup>2</sup></b>
1960 .....	92,713	—%	2,324
1970 .....	108,798	17.3	2,727
1980 .....	102,453	(5.8)	2,568
1990 .....	108,056	5.5	2,708
2000 .....	117,083	8.4	2,934
2010 .....	122,643	4.7	3,074
2013 .....	123,995	3.1	3,107
2014 .....	128,278	1.3	3,215

<b>Educational Attainment - Years of School Completed – Age 25 and Over</b>				
	<b>City of Stamford</b>		<b>State of Connecticut</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Less than 9 <sup>th</sup> grade .....	6,119	7.0%	105,590	4.3%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma ..	5,245	6.0	149,790	6.1
High school graduate .....	18,358	21.0	677,739	27.6
Some college, no degree .....	13,375	15.3	432,182	17.6
Associate's degree .....	4,282	4.9	179,257	7.3
Bachelor's degree or higher ....	22,729	26.0	505,849	20.6
Graduate/prof. degree .....	<u>17,309</u>	<u>19.8</u>	<u>402,715</u>	<u>16.4</u>
Total .....	87,421	100.0	2,455,577	100.0%
High school graduate/higher ..	—	87.0%	—	89.5%
Bachelor's degree/higher .....	—	45.8%	—	37.0%

<sup>1</sup> U.S. Department of Commerce, Bureau of Census, Census of Population 1960–2014; State of Connecticut Department of Public Health; 2010-2014 Estimated

<sup>2</sup> Population per square mile: 39.9 square miles.

<b>Age Distribution of the Population<sup>3</sup></b>				
	<b>City of Stamford</b>		<b>State of Connecticut</b>	
<b>Age</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Under 5 years .....	8,527	6.8%	190,789	5.3%
5 to 9 years .....	6,897	5.5	214,827	6.0
10 to 14 years .....	7,524	6.0	232,186	6.5
15 to 19 years .....	7,022	5.6	254,818	7.1
20 to 24 years .....	8,023	6.4	237,002	6.6
25 to 29 years .....	10,910	8.7	222,497	6.2
30 to 34 years.....	11,411	9.1	217,720	6.1
35 to 44 years .....	18,309	14.6	448,042	12.5
45 to 54 years .....	17,682	14.1	557,194	15.5
55 to 59 years .....	7,399	5.9	264,501	5.9
60 to 64 years .....	6,019	4.8	213,105	7.4
65 to 74 years .....	4,891	3.9	294,584	8.2
75 to 84 years .....	5,267	4.2	161,464	4.5
85 years and over .....	<u>2,633</u>	<u>2.1</u>	<u>88,439</u>	<u>2.5</u>
Total .....	125,401	100.0%	3,597,168	100.0%

<b>Comparative Income Measures</b>		
	<b>City of Stamford</b>	<b>State of Connecticut</b>
Per capita income .....	\$46,074	\$38,480
Median household income ....	77,221	\$69,899

<sup>3</sup> 2014 American Community Survey,  
<https://www.census.gov/quickfacts/table/INC910214/0973000>



Income Distribution <sup>4</sup>				
	City of Stamford		State of Connecticut	
	Families	Percent	Families	Percent
\$ 0 – 9,999 .....	814	4.8%	29,895	3.3%
10,000 – 14,999 .....	680	3.9	19,176	2.1
15,000 – 24,999 .....	2,001	7.7	47,319	5.2
25,000 – 34,999 .....	2,266	7.3	56,997	6.3
35,000 – 49,999 .....	2,560	9.5	86,025	9.5
50,000 – 74,999 .....	4,309	15.7	143,989	15.9
75,000 – 99,999 .....	3,758	12.6	131,874	14.6
100,000 – 149,999 .....	4,956	15.6	187,718	20.8
150,000 – 199,999 .....	2,488	7.8	90,602	10.0
200,000 and over .....	<u>5,835</u>	<u>15.1</u>	<u>109,982</u>	<u>12.2</u>
Total .....	29,667	100.0%	1,355,849	100.0%

## b. Neighborhoods of Stamford

While Stamford is divided into 20 districts for the purpose of representation on the City’s Board of Representatives, residents often identify closer to the “neighborhood” that each lives in. In Stamford, there are 13 general neighborhoods. Since these are not formally delineated in any way, exact borders cannot be identified, but they generally are: Glenbrook, Cove, Downtown, East Side, North Stamford, Ridgeway-Bulls Head, Shippan, Springdale, Turn of River-Newfield, Waterside, West Side and Westover.

The northern half of the South End, one of the earliest neighborhoods of Stamford, has undergone considerable redevelopment by Building and Land Technology (BLT), which purchased 82 acres, including the old Yale & Towne site, which is now a residential building known as the “Lofts at Yale and Towne.” About 4,000 housing units are either constructed, under construction or in the planning process, along with retail and office space. This section of the South End is rapidly becoming a new neighborhood, commonly referred to as Harbor Point. The complete South End BLT development is generally known as Harbor Point, although from a zoning

<sup>4</sup> 2013 American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

perspective, the development is separated into Yale Towne on the north and Harbor Point to the South.

## 2. INTRODUCTION TO CITY GOVERNMENT

### **a. Structure**

The City of Stamford operates under a Charter adopted in 1949 and most recently revised in November 2013. The 2013 18th Charter Revision was undertaken to correct discrepancies created by the 2012 decennial charter review. The 2012 revisions mandated a Board of Ethics, created a Historic Preservation Advisory Commission, added a preamble concerning Citizens' Rights, created a single combined fire department consisting of the existing municipal department and the five volunteer companies, and made a number of technical changes to the Charter.

The chief executive officer of the City is the Mayor, who is elected for a four-year term of office. The legislative function is performed by a forty-member Board of Representatives whose members are elected, two from each of twenty districts, for four-year terms. The Board of Representatives adopts ordinances and resolutions and must approve all expenditures of funds. A six-member Board of Finance, elected to staggered three-year terms with provisions for representation of two major political parties, establishes fiscal policy and must approve all expenditures of funds.

The City provides a full range of municipal services, including education, public safety (police and fire), public works (engineering, road construction and maintenance, waste disposal, sewage treatment, building maintenance, etc.), health and social services, planning and development, and recreational and cultural services. Approximately 1,209 full-time municipal and 2,198 FTE (full time equivalent) public school system employees provide services to a community which geographically spans nearly 40 square miles and includes over 120,000 residents. A listing of City offices and additional information about the City is available on the City's website at [www.cityofstamford.org](http://www.cityofstamford.org).

### **b. Principal Municipal Officials**

The Mayor, subject to the approval of the Board of Representatives, appoints four Directors: the Director of Operations, Director of Administration, Director of Legal Affairs, and Director of Public Safety, Health & Welfare. The Mayor also appoints the Director of Economic Development and a Chief of Staff. The

Directors and the Chief of Staff serve at the Mayor's pleasure and their terms are coterminous with the Mayor's term of office.

<b><i>Municipal Officials</i></b>		
<b>Office</b>	<b>Name</b>	<b>Manner of Selection/ Term</b>
Mayor	David R. Martin	Elected/4 years
Dir. of Administration	Michael Handler	Appointed by Mayor
Director of Operations	Ernest Orgera	Appointed by Mayor
Director of Legal Affairs	Kathryn Emmett, Esq.	Appointed by Mayor
Dir. of Public Safety, Health & Welfare	Ted Jankowski	Appointed by Mayor
Director of Economic Development	Thomas Madden	Appointed by Mayor
Chief of Staff	Michael Pollard	Appointed by Mayor
Superintendent of Schools	Dr. Earl Kim	Appointed by Board of Ed

## **PART II – CITY OF STAMFORD**

Overall, Stamford has maintained its AAA bond rating with Standard & Poor's and continues to be in strong financial condition. At the time of this report, the Fiscal Year End 2015-16 audit has not been finalized. Funds available from current operations is approximately \$1.76 million.

### **3. MAYOR'S OFFICE**

Mayor David R. Martin was elected on November 5, 2013 as the 31<sup>st</sup> Mayor of the City of Stamford. Mr. Martin began his four-year term on December 1, 2013, and his term will expire on November 30, 2017.

Mayor Martin's Cabinet members are as follows:

- Laura Burwick, Special Assistant
- Elizabeth Carlson, Special Assistant – Communications
- Kathryn Emmett, Esq., Director of Legal Affairs
- Cindy Grafstein, Special Assistant – Education
- Michael E. Handler, Director of Administration

- Thaddeus K. Jankowski, Director of Public Health & Safety
- Thomas Madden, Director of Economic Development
- Ernie A. Orgera, Director of Operations
- Michael Pollard, Chief of Staff
- Robin Stein, Special Assistant – Land Use
- Clemon Williams, Director of Human Resources

In addition to the Mayor's Cabinet, the Mayor's Office has an Executive Assistant, Valerie Pankosky, and an Executive Secretary, Marjorie Woldan. Tim Curtin remains Chairman of the Old Town Hall Redevelopment Agency on a volunteer basis; and Martin Levine volunteers as Special Assistant – Appointments.

#### **a. Appointments to Boards and Commissions**

The Mayor has appointed/reappointed 40 individuals to Boards and Commissions between July 1, 2015 and June 30, 2016.

#### **b. Constituent Services Summary**

The Mayor's Office receives over 100 requests for service monthly from constituents, citizens, elected officials, board members, community agencies and businesses. In addition, the Mayor is required weekly to sign dozens of contracts, agreements, and other items which require Mayoral review, approval and processing. A significant number of letters from constituents seeking information, assistance in resolving issues or simply sharing an opinion, are also addressed and responded to accordingly. In addition to the Mayor's very hectic work and meeting schedule, the Mayor receives many invitations to attend and participate in community events and strives to attend each event personally.

***Mayor's Night In/Out*** - Mayor Martin has held seven meetings with residents of Stamford at Mayor's Nights In and Out. These are alternated between being held in the Mayor's Office and at locations throughout the different neighborhoods. From July 1, 2015 through June 30, 2016, more than 150 people came to see the Mayor over the course of the five events.

#### **c. Cabinet Meetings, Employee Communications, Directors & Managers Meeting**

The Mayor's bi-weekly Cabinet meetings are a collective forum for members of the Administration to discuss important government projects, department

issues, challenges, as well as other matters concerning the City. This year, the Mayor's Office is continuing its efforts on projects that transform the way City government works.

***Directors & Managers Meeting*** - Four times a year, Mayor Martin invites all Directors and Department Managers throughout the City to participate in a roundtable discussion to share information and discuss current projects, initiatives and issues within each department. These sessions are very informative and provide the opportunity for each department to become familiar with what is happening throughout the City.

***Employee Communications*** - Employees are able to keep apprised of day-to-day activities, programs, opportunities and other newsworthy items through the City's Intranet. Employees and departments submit information for postings to the site. In addition, a city employee newsletter is issued every three months and the Mayor meets with all employees 3 times per year. Many community events and holiday celebrations are held throughout the year at Government Center to which all City employees are invited and encouraged to attend.

On July 11, 2015, Mayor David Martin delivered his third State of the City Address to Stamford's Board of Representatives. Below, we share with you some of the highlights and achievements Stamford has seen in Fiscal Year 2014/2015.

#### **d. Mayor's Youth Services Bureau**

The mission of the Mayor's Youth Services Bureau (MYSB) is to promote the development of caring, responsible and successful young people in the Stamford. This is done through the following direct services: juvenile justice prevention and intervention, youth activism, adventure education, youth development, youth employment and coalition building. The Mayor's Youth Services Bureau also serves as the Lead Local Interagency Services Team (LIST) for the Stamford/Greenwich Court Catchment Area as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The Lists are intended to engage and integrate communities into statewide planning efforts to meet the needs of youth at risk and court involved youth and their families to prevent further juvenile justice involvement. During FY 2015-16, the Mayor's Youth Services Bureau included four full-time staff members, one part-time staff

member, and 45 seasonal staff, as described below. The budget for the bureau was \$642,654.

***Mayor's Youth Employment Program*** - The MYEP completed its 5th year with 91 Stamford residents who are current junior or seniors. The high school students work in five week internships provided by the city's business and non-profit communities. The program offers employment, mentoring, coaching, job skills development, and assistance in college and career planning. Each student was provided with 140 hours of hands-on work experience and 27 hours of leadership development, which included job readiness and group project preparation, with lessons in:

- Soft skills for success;
- First Work Week;
- Resume Development;
- Money Management;
- Interview Skills and Job Search Resources;
- Resume completion.

***Mayor's Youth Leadership Council*** - The mission of the Mayor's Youth Leadership Council (MYLC) is to promote safe schools and communities, with an emphasis on school climate and culture, which includes bullying, sexual harassment, mental health, suicide prevention teen dating violence and rights of immigrants. MYLC's model of youth activism has three components: public awareness activities, volunteer programs and social change campaigns. During the 2015-2016 school year MYLC had chapters at Stamford High School, Westhill High School and AITE High School. The chapter at AITE had its first full school year with 82 members and completed 22 awareness projects reaching more the 1000 students and adults about mental health and suicide prevention. MYLC members participated in Out of the Darkness walks and completed Mental Health first Aid certification. The chapter at Stamford High closed the school year with 143 members, making it the largest student-led organization at the school, and one of the largest youth activism organizations in Connecticut. During the school year, the MYLC Stamford High chapter designed and led 49 public awareness activities in school and community that reached more than 2750 students and adults. In addition to its ongoing public awareness campaign, the chapter testified in Hartford in support of legislation that terminated the parental rights of rapists, created a task force to monitor the nail salon industry and strengthened state policy to allow minors to

request a rape kit without parental consent. Also, the chapter continued its high school orientation program, which reached 26 percent of the incoming freshmen class. The chapter members designed and led 8 group activities for children at Boys and Girls Club, and volunteered twice a week at neighbors link. The MYLC chapter at Westhill High School had 68 members. The chapter designed and completed 48 public awareness activities about mental health and suicide prevention. They also participated in Out of the Darkness Suicide Prevention Campaigns and were trained in Mental Health First Aid. MYLC is the past recipient of the Governor's Educational Citizenship Award, the Volunteer Program Award from the Volunteer Center of Stamford and the Youth Activism Program Award from Connecticut Youth Services Association.

***Adventure Education*** - The purpose of the Adventure Education program is to promote and strengthen self-confidence; communication skills; teamwork; trust; and leadership skills in children and teens. The adventure program is also used to promote healthy relationships between children and adults. The program has several components. During the academic year, the Adventure Education program regularly works with a variety of community groups, youth serving agencies, and public and private school groups. During the summer, we offer a full seven week day camp for Stamford youth between the ages of 10 to 14. Pathfinders Adventure Camp offers a combination of traditional camp activities and adventure components, including challenge course programming, canoeing, mountain biking, hiking, orienteering, and rock climbing. The camp served over 250 kids in 2015-16.

***Restorative Justice*** - When harm occurs relationships are broken. The Restorative Justice Projects explores various ways to fix broken relationships that have been caused by crime, conflict and neglect. We use restorative practices that offer participants a peaceful and non-judgmental way to undo the harm that they have caused or have been affected by. We work with adults and youth to create healthy bridges to reconciliation and peace.

<b>Traditional criminal justice/disciplinary systems ask:</b>	<b>Restorative Justice asks:</b>
1. What laws/rules have been broken?	1. Who has been hurt?



2. Who did it?	2. What are their needs?
3. What punishment do they deserve?	3. Whose obligation is it to meet those needs?

The aim of Restorative Justice is not forgiveness or reconciliation, although these are not uncommon outcomes of restorative justice processes. Restorative Justice is about addressing the needs of the offended and the community. While Restorative Justice is focused on repairing the harm experienced by the victim, it also provides a unique opportunity for offenders to take accountability, make things right and integrate back into their community with a renewed sense of responsibility and dignity. Engaging victims, offenders and their affected communities is done using processes that preserve the respect and safety of all involved. The Restorative justice project served 250 kids and over 160 families in 2015-16.

***Coalition Building*** - The Mayor's Youth Services Bureau (MYSB) provides support to all youth serving organizations in the Stamford/Greenwich Court Catchment Area by serving as the Lead Local Interagency Implementation Team (LIST) as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The 13 Lists, one in each court catchment area of the state, are intended to engage and integrate communities and local voice into statewide planning efforts to meet the needs of youth at risk, court-involved youth and their families to prevent further juvenile justice involvement.

In FY 2015-16 the members of Stamford Afterschool Network, Juvenile Justice Programs, Systems of Care programs and Stamford Public Schools met 9 times and convened over 110 youth-serving agencies to identify strengths, weaknesses and gaps in services. The goal is to provide wrap around services to families in our area using all of the resources available and to serve as a voice at the state level to advocate for funding to provide needed resources for gaps in services.

Our ultimate goal is to continue to support the building of a healthy community that promotes asset development and views youth as resources. The MYSB will work with schools, community organizations, and most importantly, the young people to ensure that they are provided with the support and guidance they need to become the leaders of tomorrow.



The MYSB vision is to reach every young person in Stamford who wants to get involved in positive, safe and rewarding activities in an environment where they are treated with dignity, respect and positive regard. We work with schools and community organizations to find ways young people can get involved, be engaged and help make significant contributions that are meaningful and beneficial. MYSB strives to ensure that our local youth have the support and guidance they need to become the leaders of tomorrow.

#### 4. OFFICE OF ADMINISTRATION

The Office of Administration is responsible for the administration of municipal finance functions including, but not limited to, accounting, treasury, payroll, budgeting, purchasing, central services, grants, tax assessment and collection, risk management, and information technology.

The Director of Administration is charged with the responsibility to develop, maintain, and improve the City's financial systems, procedures, and internal controls; to execute financial and administrative decisions in an effective and accountable manner; and to advise the Mayor and the City's fiscal boards with respect to financial and administrative matters in accordance with the Charter, local ordinances, and State law to ensure that elected and appointed officials have appropriate information available to assist them in making financial decisions advantageous to the City and its taxpayers.

The Director provides executive leadership to all of the operating divisions within the Office of Administration and is responsible for the administration, supervision, and performance of the Office of Policy and Management (OPM), the Grants Office, the Community Development Office, the Assessor's Office, the Tax Collector's Office, the Controller's Office, Technology Management Services, and Risk Management.

As the chief financial officer for the City, the Director of Administration has all of the customary powers of Town Treasurers and, as such, is responsible for the issuance of all municipal debt.

## **a. FY 2014-2015 Financial Highlights**

### ***Bonds and Bond Ratings***

The Standard & Poor's and Moody's ratings agencies evaluate the City's credit as AAA/Aa1 with a stable outlook. An August 2, 2016 Standard & Poor's report highlighted the following positive aspects of the City of Stamford financial health: a very strong economy, with access to a broad and diverse metropolitan statistical area (MSA); strong management, with "good" financial policies and practices under their financial management assessment (FMA) methodology; strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in FY 2015; strong budgetary flexibility, with an available fund balance in FY 2015 of 6.7% of operating expenditures; very strong liquidity; strong debt and contingent liability profile, with low overall net debt at less than 3% of market value and 66.9% of debt scheduled to be retired in 10 years; and a very strong institutional framework score.

In August of 2015, the City sold \$65 million of General Obligation Bonds. Also in August of 2015, the Stamford WPCA issued \$31 million in new and refunding bonds which were oversubscribed resulting in a blended true-interest rate of 3.49% - far better than other similarly rated credits. The refunding bonds replaced 20-year bonds at 4.63% with 20-year bonds at 2.73% resulting in a gross savings of \$2.5 million or present value savings of 8.48%. This will save approximately \$115,000 in reduced debt service every year from 2016-2037.

In March of 2016, the City issued General Obligation Refunding Bonds in the amount of \$22 million that were originally issued in 2008, achieving a budgetary savings of just over \$3 million which will offset budgetary expenses over the next twelve fiscal years.

On June 3, 2016, Standard & Poor's upgraded the WPCA's rating from AA+/Negative to AA+/Stable citing the following factors: the authority's full repayment of the borrowing from the City, positive trends in financial performance, recently formalized policies, and conservative projections that will allow the system to further increase liquidity. The rating reflects the combination of an extremely strong enterprise risk profile and a very strong financial risk profile.

**Smith House** - For nearly 50 years, the City operated the Smith House, a 128-bed skilled nursing facility in the North Stamford area of the City. In November 2015, the City began the process of transitioning operational control and ownership of the Smith House to Center Management Group (CMG). Additionally, CMG reached an agreement with the union representing the vast majority of the employees involved in the operations of the facility for their continued employment at the facility. All Smith House employees separated their employment from the City as of December 31, 2015. As of January 4, 2016, operational control and ownership of the Smith House transitioned to CMG saving the City approximately \$4.5 million per year. Most importantly, the transfer of management to CMG allows many of our senior residents to continue to be provided with excellent care. Effective July 19, 2016, CMG received approval for a license to operate the skilled nursing facility, renamed the Villa of Stamford, from the State and engaged in the process of executing a negotiated long-term lease agreement.

## **b. FY 2015-2016 Financial Highlights**

For the FY 2017 Budget, implementation of the program-based budget was expanded, the City's Annual Determined Contribution (ADC) was increased to 100%, and emphasis continued to be placed on working with City departments to improve fiscal discipline, manage costs, and judiciously allocate capital resources. The approved FY 2017 Operating Budget of \$530.3 million, which includes City operations and the Board of Education, resulted in the equivalent of a net average tax increase of 2.59% and continues to reflect minimal tax increases presented during this administration.

Fiscal Years 2016 and 2017 are unique in that we are funding two major capital projects – a new inter-district magnet school and a new police headquarters. Managing two significant capital projects along with the customary capital needs of the City is challenging but only possible because of the strong financial position of the City. The approved FY 2017 Capital Budget of \$77.6 million reflects deliberate capital planning and will be financed with tax supported General Obligation Bonds, grants, and other finance sources.

<b>City Finances – Trends</b>				
	<b>2013-14*</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Standard & Poor's bond rating	AAA	AAA	AAA	AAA
Moody's Investors Service rating	Aa1	Aa1	Aa1	Aa1
Total Operating & Board of Education budget (millions)	\$493.10	\$507.9	\$524.6	\$530.3
Average mill rate increase	NA*	2.90%	2.87%	2.59%
Capital budget (millions)	\$38.1	\$42.8	\$75	\$77.6

\*Revaluation

### **c. Grants Office & Community Development**

**Grants Office** - Grants Administration includes identifying funding resources, developing and submitting applications, shepherding grant contracts through the local approval process, subcontracting, financial reporting, processing required budget adjustments and programs, and facilitating financial and compliance audits. Open communication with the grantor and all operating departments is maintained to maximize revenue and ensure proper utilization of grant funds. The Grants Office worked with 6 federal, 11 State, 6 private and other agencies, and several municipal operating departments to administer grant programs. The Office also provided staff support for the Mayor's Community Arts Partnership grant program.

In FY 2016, the Grants Office managed 167 grant awards totaling \$406,931,708. Federal, State, local and private grants totaled \$297,855,916 and the municipal cost share was \$109,075,792. The 43 new grant programs administered in FY 2016 included the following types: 36 Special Revenue, 2 Community Development, 2 Capital, 2 Fund grants, and 1 School Construction. The new grant programs totaled \$93,275,108 including municipal matching funds. Grant funds collected during FY2016 totaled \$33,808,270.

**Community Development** - The Stamford Community Development (SCD) Office directly administers the City's federal entitlement and competitive grants from the U.S. Department of Housing and Urban Development (HUD).

During FY 2016, the City received awards of \$864,525 from the Community Development Block Grant (CDBG) and \$352,393 from the HOME Investment Partnerships Program (HOME). CDBG funds are allocated by the Mayor and the Board of Representatives via competitive Requests for Proposals for the rehabilitation of housing, improvements to public facilities, public services, and economic development. All programs and projects that are funded through CDBG must benefit low income people and their neighborhoods. HOME funds are made available throughout the year for the rehabilitation or construction of affordable apartments and condominiums, as well as to low income homebuyers for down payment loans.

Expenditures of \$573,046 in CDBG and \$739,276 in HOME funds were made during FY 2016 for housing rehabilitation, public improvements, public services, administration, and economic development. CDBG and HOME funds were used to renovate 150 affordable housing units. CDBG funds were used to make improvements to 4 facilities owned by the Boys & Girls Club, Childcare Learning Center, Domus Kids, Inc., and Inspirica. CDBG funds supported 12 public service and economic development programs.

Under the Neighborhood Stabilization Program (NSP), federal funding, passed through the State Department of Housing, is used for acquisition and rehabilitation of foreclosed property to provide affordable housing for sale or rent to low income households.

In FY 2016, rehabilitation work on one foreclosed home to create 5 units of housing for low income residents was substantially complete; work on the construction of a 6-unit development is underway. The City is required to return any NSP Program Income to the State of Connecticut. The State deducts 5% from the Program Income and then increases our grant by the balance of the available funds.

The Stamford Community Development Office administers the Housing Development Fund of the City's Capital Budget as well as its Linkage Affordable Housing Fund. In FY 2016, the City released \$100,000 in Housing Development Funds to Charter Oak Communities upon the completion 27 affordable units in the Greenfield development and \$480,000 to Stamford Metro Green III for 73 affordable units. Linkage funds in the amount of

\$315,000 were released to Trinity Park Apartments Limited Partnership for the rehabilitation of 48 affordable units.

The Stamford Community Development Office administers the City's Inclusionary Zoning Affordable Housing Trust Fund which receives fee-in-lieu payments from developers who opt out of providing the required affordable housing in their newly constructed multifamily housing. The developer funds are loaned to other developers who agree to construct or rehabilitate affordable housing. In addition, these funds are used as bridge loans to the Housing Development Fund, Inc. (HDF) for making down payment loans to low income homebuyers. After the closing, HDF provides the loan documents to the Office which, after confirming that the buyer was eligible for federal assistance, reimburses the Affordable Housing Trust Fund account with HOME funds. In FY2016, \$3,946,892 in fee-in-lieu funds were released to Stamford Metro Green III for the creation of 73 affordable units.

The total expenditure of funds in FY 2016 by the Community Development Office, from all sources, was \$6,891,602.

<b><i>Grants &amp; Community Development - Trends</i></b>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Grants programs administered	161	162	169	167
Grant funds collected	\$31,272,599	\$38,355,249	\$40,775,204	\$33,808,270
CDBG allocation	\$ 877,433	\$ 933,989	\$ 897,738	\$ 864,525
CDBG expenditures	\$ 1,300,000	\$ 736,682	\$ 795,555	\$ 573,046
HOME investment allocation	\$ 401,082	\$ 390,137	\$ 378,418	\$ 352,393
Home investment expenditures	\$ 600,000	\$ 554,259	\$ 813,224	\$ 739,276
Neighborhood stabilization grant	\$ 3,552,855	\$ 3,712,198	\$ 4,199,833	\$ 4,199,833
Total community development expenditures	\$ 3,463,000	\$ 2,602,303	\$ 1,929,122	\$ 6,891,602

#### **d. Office of Policy and Management (OPM)**

During FY 2016, the Office of Policy and Management (OPM) further developed the "Program" based FY 2016-2017 Operating Budget for the

General Fund and Special Revenue Funds including Marina, Harbor Commission, Parking, Risk, Enterprise Funds, E.G. Brennan Golf Course, and the Water Pollution Control Authority as well as various grant funded programs. This program based format of budgeting presents expenses by program as well as by division and provides detail at the program level. Performance metrics continue to be added to assess the cost effectiveness of programs and to allow for better informed budget decisions. In addition to the annual Operating Budget, the OPM office also prepares the Capital Budget for the City.

OPM continued to monitor all revenues and expenditures through the preparation of various financial analyses including quarterly financial projections and quarterly capital project status reports. OPM closely monitored major expense accounts such as public safety overtime, vehicle maintenance, solid waste disposal, and snow removal related expenses. On the revenue side, special attention was given to current tax levy collection as well as State grants, conveyance tax, and building permits. OPM monitored the financial effects of the transfer of Smith House to the private sector and the new police contract. OPM was also active in assessing the cost effectiveness of several programs and activities of the City.

OPM provided assistance to various departments in different areas such as the creation of new programs for the new program based budget as well as creating new categories to identify expenditures. Support was also provided to help identify the impact of potential fee and fine increases. OPM provides support on special projects and analyses to departments and Administration on a consistent and ongoing basis.

OPM also created all the monthly and annual chargebacks to the City and other funds for costs associated with cellular phones, land lines, and long distance; active and retiree medical; OPEB and Pension; unemployment compensation, FICA, and Payments to Insurance Fund.

#### **e. Purchasing**

The Purchasing Department procures goods and services for all departments in the City, including Capital purchasing for the Board of Education. This centralized purchasing includes the preparation of all bids and requests for

proposal documents, requisition review and purchase order approval. Subsequent to vendor award and contract, a centralized contracts database is maintained for citywide use.

The Purchasing Department is currently staffed by 3 members: the Purchasing Agent, a Buyer and the Contracts Compliance Officer.

During the year, the Purchasing Department administered and processed over 10,000 purchase orders for goods and services; administered 68 City competitive bids; 24 competitive proposals; awarded 28 contracts based on cooperative bids; 170 contracts based on State of Connecticut contracts; 23 GSA contracts; and 134 miscellaneous contracts. In addition, 154 contracts were extended; 146 Bid Waivers were authorized, of which 71 were on behalf of the City and 75 were on behalf of the WPCA; and 769 Vendor Form Requests were processed, which included either vendor additions and/or revisions for the City and the Board of Education.

The Department realizes a level of efficiency through its use of its online vendor/bid system (E-Bid). All Bids and Requests for Proposals are issued and retrieved electronically through the City's Purchasing website. Vendors are required to register online and download bid documents. This process has resulted in more operational and economic efficiencies in the Purchasing Department.

<b><i>Purchasing - Trends</i></b>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Purchase orders processed	11,916	12,312	10,000+	10,000+
Competitive proposals	127	112	56	24
Contracts/amendments based on CT State contracts	203	174	102	170
GSA contracts	18	26	4	23
Bid waivers processed	234	107	156	146

#### **f. Central Services**

Central Services processed all incoming and outgoing mail and provided printing & duplicating services to all City departments during the year. In FY



2016, Central Services facilitated the printing of approximately 700,000 impressions using a variety of copying and printing devices. The department also processed nearly 175,000 pieces of outgoing U.S. mail.

### **g. Controller's Office**

The City Controller's Office is responsible for accounting and financial reporting, accounts receivable, accounts payable, and treasury functions relating to cash management, debt service, and debt compliance. Its mission is to maintain financial management systems that produce timely and accurate information to aid in effective decision making for the Mayor's Administration, elected officials, citizens, creditors, investors, grantors, and other interested parties. The City Controller's Office manages the accounting and payroll functions for both the City and the Board of Education and that includes over 40 separate and distinct funds including governmental funds, proprietary funds, and fiduciary funds.

Once again, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2015. This was the 28th consecutive year the City has received this prestigious award from the Government Finance Officers Association (GFOA).

### **h. Office of Assessment and Taxation**

The Office of Assessment and Taxation is responsible for the valuation of all property located within the City and for the billing and collection of property taxes which account for approximately 88% of the City's annual revenue.

### **i. Assessor's Office**

**Assessment and Property Revaluation-** The Assessment and Property Revaluation Department is responsible for establishing and maintaining fair and equitable property assessments so each property owner bears an appropriate share of the tax burden. The Assessor's Office is responsible for accurately identifying, listing, and valuing all taxable property within the City of Stamford. The principal activity of the Department is the preparation of the Grand List which represents the total assessed value of all property. In establishing the Grand List the department must determine values for approximately 39,000 real estate parcels, 113,000 motor vehicles, and 5,000 personal property accounts. The Property Revaluation Department is

responsible for analyzing market trends for both residential and commercial properties as part of the implementation process of State-mandated revaluations.

In addition, the Assessor's Office administers property exemption programs as mandated by State statute, administers local senior tax relief and veterans' programs, files required reports with the State of Connecticut, and responds to numerous requests for information, primarily from the general public, local businesses, other City departments, and other cities and towns throughout the State.

The 2014 Net Grand List of all taxable property totaled \$19,303,915,067 an increase of \$ 314,174,840 from the 2013 Net Grand List. With reference to the 2012 revaluation and disputed assessment appeal process, the Assessor's Office resolved an additional 12.5% of pending tax appeals during FY 2016. This represents a contested value of \$ \$329 million in assessed value at a global settlement rate of less than 10%.

**Board of Assessment Appeals** - The Board of Assessment Appeals is an official municipal agency. It is designed to serve as an appeal body for taxpayers who believe that City assessors erred in the valuation of their properties or erroneously denied them exemptions.

The Board is composed of persons who have been appointed by the Mayor of Stamford. The Board enables taxpayers to be heard by their peers at no expense. No fees are charged for the appeal process. Furthermore, taxpayers do not have to be represented by counsel.

#### **j. Tax Collector's Office**

**Revenue Services** - The primary responsibility of Revenue Services is to maximize tax revenue due the City. The Department has responsibility to bill taxpayers, collect and process payments, deposit and control revenue received, provide an effective delinquent collection program (including the timely filing of tax liens), furnish appropriate records and reports, and reply to requests for information from taxpayers and others.

The total amount of taxes, interest, and lien fees (current and prior year) collected in FY 2016 were \$83,818,103, an increase of \$ 19,505,583 from the previous year. Current year levy tax collections, including supplemental motor

vehicle, were \$ 478,403,033, and total current and prior year levy tax collections were \$ 480,977,478.

The FY 2016 levy tax collection rate for all property types was 98.84%. This was the fifteenth consecutive year that the collection rate exceeded 98%.

The City continued its relationship with an outside vendor (Collection Company of America) to collect delinquent motor vehicle taxes and realized over \$807,856 in additional revenue with this program in FY 2016.

<b><i>Tax Collection - Trends</i></b>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Amount collected (including interest, lien fees)	\$ 435,289,954	\$ 452,344,382	\$ 64,312,520	\$483,818,103
Increase from prior year	\$ 15,053,403	\$ 7,054,428	\$ 1,968,138	\$ 19,505,583
Tax collection rate for all property types	98.00%	98.00%	98.80%	98.84%
Delinquent MVD taxes collected	\$ 450,000	\$ 51,000	\$ 48,000	\$ 807,856

**Taxation Services** - The Taxation Services Department is responsible for providing administrative support to all Assessment and Taxation departments and also provides a variety of customer services in support of that process.

### **k. Risk Management**

The Risk Management Department's principal responsibilities include the purchase of insurance; administration of self-insured losses; budgeting; and allocation of insurance premiums, administration charges, and safety and loss control.

The Risk Management team includes a Risk Manager, a Safety and Training Officer, and an Office Support professional. Some of the principal initiatives of Risk Management are departmental and facility risk assessments, training, incident investigations, and safety audits. Risk also participates in regulatory (i.e., OSHA) inspections of City and Board of Education facilities and assists in remediation of any issues found. The Safety Officer participates in monthly roundtable meetings with CONNOSHA, when appropriate, and continues to consult with CONNOSHA as needed, to develop mandatory safety programs

for use in some of our facilities. Risk oversees the management of Workers' Compensation claims, meeting with adjusters and managers regularly to review the handling of such claims, and continues to review claims on a regular basis. The Risk Manager also writes insurance requirements for, and reviews, all leases, contracts, grants, and all building use/special event permits for insurance purposes. As part of the internal City FEMA/Insurance loss team, in conjunction with the City's insurer's adjuster, handling property damage claims and working to reduce risk of loss to property are also major components of the Risk Manager's job function.

Safety committees, risk assessments, accident investigations, safety training, and first aid/CPR/Automatic Electronic Defibrillator (AED) training, which were once again emphasized during the fiscal year, continued to increase safety and accident prevention awareness and improve compliance among employees of the City. Stamford continues to participate in National Drive Safely Work Week, sponsored by the Network of Employers for Traffic Safety (NETS), and continues to focus on the dangers of distracted driving. In response to this, additional training is being provided where appropriate. There were 539 worker injuries reported during the fiscal year which is a slight increase compared to the prior year total of 522 injury claims. The dollar value for those claims is 22% lower than the prior year. The 2,238 training events provided to employees during the fiscal year focused not only on regulatory compliance but also on reducing losses in categories with the highest rates of incidence and severity. Injuries due to others, caused by others, (combative subjects, violence, special needs students - primarily in the Police Department and Stamford Public Schools) account for 24% of employee injuries that occurred during the fiscal year.

<b><i>Risk Management - Trends</i></b>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Reduction in dollar value for injuries in at-fault collisions (from prior year)	-37%	-25%	-12%	-22%
Training events	2,758	3,012	2,562	2,238

## **I. Technology Management Services**

Thanks to hard work of the Technology Management Services Department (TMS) and its dedicated staff, we were able to make great strides on many technological fronts. To improve online services to our residents, barriers were removed which allowed them to receive amenities, answers to their questions, and resolutions to their concerns. As a prime example, upgrades were made to the emergency 911 system to allow for Automatic Vehicle Location (AVL) technology. With this technology all Police, Fire and Ambulance vehicles are tracked in real time as they are deployed to emergencies thus creating increased efficiencies in these critical needs.

Improvements of online applications in the Recreation Department software as well as the rollout of an online smart application for street parking were implemented over the last year. In addition, TMS developed a system for citizens to purchase beach stickers online. Updates were also made in the recycling area scale system and all point of sale applications and systems were converted to accept new credit card chip technology. The Board of Education website was also updated to the latest content management technology improving visibility and allowing timely delivery of content.

On the internal network side, TMS updated the Police Department fiber connections in order to make way for the construction of a new police station. We added 7 blue light emergency telephone systems throughout City parks. We increased visibility of our nearly 80 traffic cameras in the 911 Center and the Emergency Operations Center and upgraded all fire stations with visual screens for emergency call information. Decommissioning of the technology at the Smith House was also completed this year. At present, we are also completing the installation of technology for the New Strawberry Hill Elementary School just in time for the beginning of the 2016-2017 school year.

## **5. OFFICE OF ECONOMIC DEVELOPMENT & INTERGOVERNMENTAL AFFAIRS**

### **a. Background Economic Indicators**

Stamford boasts an extraordinarily diverse economic base, which includes a critical mass of firms in several important industry clusters. The City is the home for leading employers across multiple industry sectors, including: banking; insurance and reinsurance; office equipment; pharmaceuticals; consumer products; media and information technology; and retail. The City is

the State's largest business center and is one of the pre-eminent locations for corporate headquarters, ranking within the top 10% nationally. Stamford remains the major retail center of Fairfield County; a sizable portion of its labor force is employed in wholesale and retail trade. Research and development activities centered around industrial research in chemicals, the electrical and optical fields, electronics, and pharmaceuticals. In addition, precision manufacturing maintained a significant presence in Stamford.

**Consumer Confidence Survey & Consumer Price Index (CPI)** - Consumer sentiment in the United States is at 87.9 in October of 2016 from 91.2 in September. The loss was concentrated among households with incomes below \$75,000, whose index fell to its lowest level since Aug. 2014. It is the lowest figure since September last year and well below market expectations of 91.9, hurt by a fall in future expectations.

The New England Region, which includes Connecticut, reported an average annual Consumer Price Index for all Urban Consumers of 256.085 for 2015 (using data for New England cities between 50,000 and 1.5 million people), this is an increase of 1.5% over last year. This CPI-U has started to tend to a flat line over the last year, as opposed to the increases that have taken place from 2006-2014

**Current Employment Statistics (CES)** - In the past 12 months ending in September, Stamford has experienced a 0.9 percent decrease in unemployment, from 4.2 to 4.1 percent. The state of Connecticut saw the unemployment rate remain the same and the US saw a decrease of 0.2 percent, from 5.1 to 4.9 percent. Stamford holds the lowest unemployment rate among Bridgeport, Norwalk, Milford, and all of Connecticut. The State has recovered 76.2% of the 119,100 of the private sector jobs that were lost in the Great Recession of 2008. The state added 12,800 more jobs this year. As of September 2016, Stamford's residential labor force was estimated to be 69,876, up 999 people since September 2015. Stamford's employment market continues to strengthen, showing the lowest unemployment rate in the Bridgeport-Stamford-Norwalk Labor Market Area.

				Unemployment Rate (%)
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Reporting Period	Labor Force	Employed	Unemployed	City of Stamford	Bridgeport/Stamford	State of Connecticut
Sept 2016	69,876	66,983	2,893	4.1	5.0	5.1
2015	68,596	65,714	2,882	4.2	5.0	5.1
2014	68,186	64,440	3,746	5.5	6.3	6.8
2013	67,619	63,290	4,329	6.4	7.2	7.8
2012	68,126	63,362	4,764	7.0	7.9	8.4
2011	68,842	63,868	4,974	7.2	8.2	8.8
2010	68,241	63,017	5,224	7.7	8.5	9.1
2009	67,693	62,721	4,972	7.3	7.8	8.2
2008	66,853	63,710	3,143	4.7	5.3	5.7
2007	66,220	63,761	2,459	3.7	4.1	4.6
2006	65,813	63,446	2,367	3.6	4.0	4.4
2005	65,186	62,435	2,751	4.2	4.5	4.9

Source: State of Connecticut, Labor Department, Office of Research.

**Housing Starts and Building Activity** - Residential building permits in Stamford increased 43.68 percent between the second quarters of 2014 and 2015. Single-family detached permits accounted for over 80 percent of the total permits issued during the second quarter of 2015. There was a 40.67 percent increase in single-family detached permits issued over-the-year. Multi-family building permits rose the most at 57.5 percent over-the-year, increasing from 20 permits to 47 permits, while there were only five single-family attached permits issued.

The number of single-family homes sold increased between the first quarter of 2016 and the second quarter of 2016. In the first quarter of 2016, 122 single-family homes were sold whereas in the second quarter of 2015, 198 single-family homes were sold. This represents an increase of 62.3%. The median sales price of a single-family home increased by 14.7% from \$500,500 in the first quarter of 2015 to \$574,000 in the second quarter of 2015. This positive trend is also present when the second quarter of 2015 data is compared to that of the second quarter of 2014. The number of single-family homes sold increased by 16.5%, from 179 homes sold to 198 homes sold. However, the median sales price of a single-family home decreased by 8.4%, from \$626,750 to \$574,000.

Vacancy remains low in Fairfield County while apartment rents and

multifamily asset values are rising. High demand for apartments in the area have kept vacancy rates low and incentivized new development in the region. This has resulted in Stamford leading the national trend of drawing people back to live in city centers. Stamford has added thousands of new housing units during the last decade, especially in the downtown area. Apartment demand will outpace new inventory this year as vacancy falls 110 basis points to 4 percent with net absorption approaching 2,000 units. Vacancy was the lowest in Fairfield County. It will rise 40 basis points in the fourth quarter of 2014 to finish the year at 4 percent, 110 basis points below the year-end 2013 rate. Average effective rents dipped 0.6 percent market wide to \$1,632 per month by end of third quarter, 2014. In Fairfield County, rents declined 1.5 percent annually as of end of third quarter 2013, to \$1,993 per month, while in New Haven County rents rose 2.1 percent year over year to \$1,340. There is predicted to be a 3 percent rise in effective rents to \$1,715 per month by year's end.

## **b. Projects**

### ***Opened***

- **Stamford Hospital** opened its new state-of-the-art, 650,000-square-foot building, a \$450 million expansion that will include a new eleven-story hospital building and a central utility plant.
- **66 Summer** (Park Square West, Phase II) 15-Stories with 209 units overlooking Stamford's Columbus Park.
- **Summer House**, 184 Summer Street, - 222 residential units, 2,200 square feet of retail space. The project is slated for completion Spring 2016.
- **1032 Hope Street**, Garden Home Management, - 88 residential units and 2,000 SF of retail.
- **Greenfield**, 88 Merrell Avenue, Charter Oak Communities, - 45 duplex units
- Currently finishing construction **Element One**, 111 Morgan Street, 175 residential units, this building has received partial CO's and has started leasing apartments.
- Currently finishing construction, **Bedford Hall**, 545 Bedford Street, 82 residential units, this building has received partial CO's and has started leasing apartments.



### ***Under Construction***

- **Midtown Estates**, 20 Third Street, 23 Units of Luxury Townhouse Community, completion scheduled for April 2017
- **Summer Place Senior**, 992 Summer Place, Six-story senior citizen affordable housing development (48 units), completion scheduled for Spring 2017
- **Rippowam Place**, 900 Washington Boulevard, this project will become the new 350 bed UConn dormitory.
- **Park Square West Phase IV**, 1055 Washington Boulevard, Trinity Financial, 208 residential units, slated for completion in 2017.
- **Metro Green III**, 717 Atlantic Avenue, Jonathan Rose Companies, 131 residential units, completion scheduled for 2017
- **West Gate Townhouses**, 220 West Ave, Empire Residential, 30 residential units - completion scheduled for 2017
- **Atlantic Station**, 421 Atlantic Street, Cappelli Organization, Twin 21-story towers housing 650 apartments and 40,000 square feet of retail and restaurants. North Tower is currently being constructed, completion scheduled for Spring 2018
- **C8 Harbor Point**, 100 Commons Park, BLT, 391- residential units, completion scheduled for Spring 2018
- **Baypointe**, 112 Southfield Avenue - 109 multi-family residential apartments overlooking the west branch of the Harbor
- **Marriott Residence Inn**, Stamford's first extended-stay hotel with 125 rooms is currently under construction and slated for completion in early 2017.

### ***Approved projects not under construction***

- **Davenport Landing**, 28 Southfield, BLT, 115 Units. Construction anticipated beginning in 2017
- **RBS Block A**, 1-12 Division Street, 161 units, no anticipated construction date
- **RBS Block B**, 2-102 Division Street, 291 units, no anticipated construction date
- **Residence at Stamford**, 1567 Summer Street, LCB Berkshire Senior Living, 104 Units

- **Gateway Harbor Point**, 406 Washington Boulevard, BLT, 500,000 Sf of commercial office and 250,000 of residential, no anticipated construction date.
- **Urban Ready Living**, 57 Greyrock Place, Ironstate & F.D. Rich, 671 residential units with 5,090 SF of retail, no anticipated construction date.
- **Parcel P4 & P5**, Pacific Street and Dyke Lane, 435 residential units

### ***Proposed***

- **St. John's**, 245 Atlantic Street, RoeCo, LLC, 212 residential Units and 8,00 SF of retail.
- **West Main Street Apartments**, Empire Residential, 87 Units and 5,00 SF of retail,
- **St. John's Tower A**, Alliance Residential, 375 residential Units and 40,000 SF of retail.

**Retail Trade Sales and Food Services Sales** - Stamford retail sales data dates back to 2013 but can still offer insight into the economy of our city. In 2013, the city generated a total of \$1,142,811,938 worth of retail sales. For the end of 2014, home and transportation sales held the highest average total spent, at \$483,730,964.5 and \$317,166,047, respectively. The least amount of money on average was spent in health, at \$25,293,600. Retail sales in the United States are up 2.4 percent ( $\pm 0.9\%$ ) above September 2015 number.

**Office Market** - The City's vacancy rate has moved up from last year. Direct commercial office vacancy rates in Stamford CBD and Non-CDB are currently are 28.4% and 24.2% respectively, versus 21.8% in Fairfield County. The increase in direct commercial vacancy rates is a result of UBS vacating their current 720,000 sq. ft. building and moving into the RBS building across the street.

The high market costs of commercial real estate in Manhattan and nearby Greenwich, and the overall cost of doing business in metropolitan New York, are making relocation of businesses to Stamford more affordable and appealing. Despite that, however, the office space vacancy rate in Stamford is currently approximately 28.4 %, with Class A rents typically averaging \$37 to

\$49 per square foot, which is an increase over last year's prices. The Stamford industrial vacancy rates are below 7%.

Despite a slow and uneven economic recovery in retail, Stamford still enjoys a very low vacancy rate (estimated at 4-7%) in retail space. Attracted by the City's high median income and spending patterns, retail projects, including new bank branches, pharmacies, and national retail outlets, continued to open in the City's neighborhoods during the past year.

The City has seen growth in several large companies over the last year. Synchrony Financial, a spin off from the GE retail credit card division, lease for more than 300,000 square feet of space at 777 Long Ridge Road. Synchrony is expected to be close to 900 employees this year. Bridgewater Associates, one Connecticut's largest hedge funds, will move approximately 300-400 employees into 137,000 square feet of commercial space in one of the office buildings at Harbor Point. Indeed.com has taken a lease for an additional 100,000 sq. ft. of office space at their 177 Broad Street location. Indeed.com expects to have 750 employees by years end. Stamford Hospital continues to expand in the city taking 46,000-square-foot building at 292 Long Ridge Road; the hospital is expecting 25 doctors and 50 support staff to be located here.

Rhone Apparel recently bought 482 Pacific Street building; bringing 25 new employees to Stamford with expectations to grow by another 100 employees over the next year. Deutsch Family Wine & Spirits moved its headquarters to Stamford from Westchester County and taking a long term lease for 45,000 sq. ft. at the Purdue Building for its 100 employees. Serendipity Labs is opening a co-working location at 700 Canal Street bring 30 people. Yale-New Haven Hospital took a lease for 50,000 sq. ft. office space at 260 Long Ridge Road.

Calendar Year	Stamford Central Business District		Stamford Non-Central Business District		Fairfield County	
	Square Feet	Vacancy Percent%	Square Feet	Vacancy Percent	Square Feet	Vacancy Percent%
	<u>Existing<sup>1</sup></u>		<u>Existing<sup>1</sup></u>		<u>Existing<sup>1</sup></u>	
2016	7,293,182	28.4%	9,404,397	24.2%	41,505,969	21.8
2015	7,293,182	21.1%	9,210,464	23.3%	41,573,889	21.2
2014	6,745,182	24.8%	8,782,523	22.6%	40,135,173	20.5

2013	6,745,182	26.5	8,809,933	23.5	40,266,524	20.8
2012	6,776,181	26.8	8,873,350	23.2	41,881,271	21.0
2011	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2010	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2009	6,741,182	16.9	8,061,946	19.1	40,041,515	14.7
2008	6,308,281	14.2	8,243,247	15.8	39,581,321	12.5
2007	6,308,281	13.7	8,174,740	15.7	38,774,641	14.7
2006	6,308,281	15.7	8,174,740	19.0	38,774,641	16.9
2005.	6,307,898	16.0	8,279,388	18.2	38,236,387	18.1

Source: Cushman Wakefield

**Major Employers** - There are over 7,600 businesses located in Stamford. Its major employers include the following:

A & E TELEVISION NETWORK	TELEVISION BROADCASTING
ACCESS SECURITIES INC	INVESTMENT
ACCURATE LOCK & HARDWARE CO	HARDWARE MERCHANT WHOLESALERS
ADP STAMFORD	DATA SOLUTIONS
AFFINION GROUP	MARKETING
AMERI CARES FOUNDATION	OTHER INDIVIDUAL & FAMILY SERVICES
AMPHENOL NEXUS TECHNOLOGIES	ELECTRICAL CONTROLS
AON CORP	INSURANCE
ARCADIA ARCHITECTURAL PROD INC	OTHER BUILDING MATERIAL DEALERS
ARCH INSURANCE GROUP	INSURANCE
ATLANTIC ASSET MANAGEMENT LLC	INVESTMENT
AVANT BUSINES SERVICE	CONSULTING/INFORMATION SERVICES
AXA EQUITABLE	INSURANCE
BANK OF AMERICA	FINANCE
BANK OF IRELAND	FINANCE
BUILDING & LAND TECHNOLOGY	LAND DEVELOPMENT
BRIDGEWATER	INVESTMENT BANKING
	FREESTANDING AMBULATORY SURGICAL &
CARDIOLOGY ASSOCIATES	EMERGENCY CTRS
CAROLEE DESIGNS INC	JEWELRY MANUFACTURING
	OFFICES OF REAL ESTATE AGENTS &
CB RICHARD ELLIS	BROKERS

CELL MARK USA LLC  
CENTERPLATE  
CENVEO INC  
CHARTER COMMUNICATIONS INC.  
CHELSEA PIERS ATHLETIC CLUB  
CIRCOM/ACMI  
CITY OF STAMFORD  
CLIPPER BULK USA  
COLUMBUS CIRCLE INVESTORS  
COMPASS GROUP USA INC

CONAIR CORP  
CRANE CO  
CROMPTON & KNOWLES  
CRT CAPITAL GROUP LLC  
CRYSTAL ROCK

CUSHMAN & WAKEFIELD INC  
DAYMON WORLDWIDE  
DELOITTE  
DESIGN WITHIN REACH  
DEUTSCH FAMILY WINE & SPIRITS  
DIGITAS  
ELIZABETH ARDEN  
EMPIRE STATE REALTY TRUST  
ENCOMPASS DIGITAL MEDIA  
ERNST & YOUNG  
FAIRWAY MARKET  
FIRST COUNTY BANK  
FIVE MILE CAPITAL PARTNERS LLC  
FRONTIER COMMUNICATION  
FUJIFILM MEDICAL SYSTEMS USA

GARTNER, INC.

GE ASSET MANAGEMENT INC  
GENERAL RE CORP

OTHER CHEMICAL & ALLIED PRODUCTS  
MERCHANT WHLSRS  
OTHER DIRECT SELLING ESTABLISHMENTS  
COMMERCIAL BANKING  
CABLE TELEVISION  
LEISURE/SPORTS  
MEDICAL INSTRUMENTS (HQ AND MFG.)  
GOVERNMENT AND EDUCATION  
COMMODITY TRADING COMPANY  
INVESTMENT  
FOOD SERVICE CONTRACTORS  
SMALL ELECTRICAL APPLIANCE  
MANUFACTURING  
INDUSTRIAL PRODUCTS  
CHEMICALS  
FIANANCE  
FOOD PRODUCTS  
OFFICES OF REAL ESTATE AGENTS &  
BROKERS  
FOOD RESEARCH  
PUBLIC ACCOUNTING/CONSULTING  
RETAIL FURNITURE (HQ)  
FOOD PRODUCTS  
DIGITAL MEDIA  
COSMETICS  
REAL ESTATE  
TELEVISION BROADCASTING  
PUBLIC ACCOUNTING/CONSULTING  
RETAIL FOOD  
COMMERCIAL BANKING  
PORTFOLIO MANAGEMENT  
TELEPHONE AND COMMUNICATIONS  
MEDICAL INSTRUMENTS (HQ AND MFG.)  
INFORMATION TECHNOLOGY ADVISORY  
SERVICES  
PORTFOLIO MANAGEMENT  
INSURANCE

GENWORTH FINANCIAL  
 GERALD METAL INC  
 GREENWICH ASSOCIATES  
 GRT CORPORATION  
 GUARDIAN LIFE  
 HARBORSIDE HEALTHCARE CORP  
 HARMAN INTERNATIONAL  
 INDUSTRIES INC.  
 HARVEST HILL BEVERAGE CO  
  
 HEXCEL CORP.  
  
 HOFFMAN ENGINEERING  
 ICON INTERNATIONAL INC  
 IDW MEDIA HOLDINGS INC  
 INDEED.COM INC  
  
 INDEPENDENCE HOLDING CO  
 INDEPENDENCE HOLDING CO.  
 INTERNATIONAL MEETINGS & SCI  
 INTERNATIONAL TELECOMM DATA  
 INTREPID AVIATION  
 INVESTMENT CENTERS OF AMERICA  
 ITDS  
 JEFFERIES & CO.  
 JEFFERIES GROUP LLC  
 JOHNSON CONTROLS INC  
 K2 ADVISORS LLC  
 KPMG  
  
 LANDMARKPRINT  
 LEGG MASON  
 LOCKWOOD GROUP  
  
 LONE STAR INDUSTRY  
  
 LOUIS DREYFUS HIGHBRIDGE

INSURANCE  
 COMMODITY TRADING COMPANY  
 INVESTMENT  
 CONSULTING/INFORMATION SERVICES  
 INSURANCE  
 HEALTH  
  
 AUDIO & VIDEO MANUFACTURING  
 FRUIT & VEGETABLE CANNING  
 CARBON FIBER INDUSTRIAL PRODUCTS  
 MANUFACTURER  
 MOTOR VEHICLE ELECTRICAL &  
 ELECTRONIC EQUIP MFG  
 SECURITIES & COMMODITY EXCHANGES  
 MARKETING CONSULTING SERVICES  
 ONLINE EMPLOYMENT  
 MISCELLANEOUS FINANCIAL INVESTMENT  
 ACTIVITIES  
 LIFE AND HEALTH INSURER  
 HEALTH  
 BILLING MANAGEMENT SYSTEMS AND  
 SUPPORT SERVICES  
 AVIATION SERVICES (HQ)  
 INVESTMENT  
 COMPUTER SOFTWARE  
 INVESTMENT ADVISORS  
 SECURITIES BROKERAGE  
 ELECTRICAL CONTROLS  
 INVESTMENT  
 CONSULTING  
 OTHER BUSINESS SVC CENTERS (INCLUDING  
 COPY SHOPS)  
 FINANCE  
 MARKETING CONSULTING SERVICES  
 MANUFACTURING AND DISTRIBUTION OF  
 CEMENT  
 ENERGY TRADING (HQ)

LOVE SAC	FURNITURE STORES
MALKIN PROPERTIES	OFFICES OF REAL ESTATE AGENTS & BROKERS
MASS MUTUAL FINANCIAL GROUP	INSURANCE
MC KINSEY & CO	PROCESS, PHYSICAL DISTR/LOGISTICS
MERRILL LYNCH WEALTH MGMT	CONSULTING SVCS
MET LIFE	INVESTMENT
META GROUP	INSURANCE
MKM PARTNERS LLC	CONSUMER SERVICES
MOORE CORPORATION	INVESTMENT
MORGAN STANLEY WEALTH MGMT	PRINTED FORMS
MTM TECHNOLOGIES INC	INVESTMENT
NACRE INSURANCE	DATA SOLUTIONS
NAVIGATORS GROUP INC	INSURANCE
NBC SPORTS GROUP	INSURANCE
NBC SPORTS GROUP	MEDIA (HQ)
NBC UNIVERSAL	TELEVISION BROADCASTING
NESTLE WATERS	MEDIA
NESTLE WATERS NORTH AMERICA	FOOD PRODUCTS
NOBLE AMERICAS CORP	CONSUMER PRODUCTS (HQ)
NORTHERN TRUST CO	PETROLEUM REFINERIES
NOVITEX ENTERPRISE SOLUTION	PORTFOLIO MANAGEMENT
ODYSSEY RE HOLDINGS	DOCUMENT OUTSOURCING
CORPORATION	INSURANCE
ORACLE	SOFTWARE
OSHAUGHNESSY ASSET MGMT LLC	MISCELLANEOUS INTERMEDIATION
PATRIOT BANK	BANK
PENTON MEDIA	PUBLISHER
PEPPERS & ROGERS GROUP	MARKETING CONSULTANT
PERKINS EASTMAN	ARCHITECTURAL SERVICES
PHILIP MORRIS CAPITAL	
CORPORATION	FINANCING SERVICES
PHILIPS NORELCO CONSUMER	
PRODUCTS	CONSUMER PRODUCTS (HQ)
PINNACLE GROUP	SOFTWARE
PITNEY BOWES, INC.	OFFICE EQUIPMENT (HQ)

POINT 72 ASSET MANAGEMENT, LP	INVESTMENT BANKING (HQ)
PRICE WATERHOUSE COOPERS	PUBLIC ACCOUNTING/CONSULTING
PRIVACYGUARD	FINANCIAL TECHNOLOGY
PURDUE PHARMA LP	PHARMACEUTICALS (HQ)
ROCHDALE SECURITIES	FINANCE
ROCKEFELLER & CO.	WEALTH MANAGEMENT
	OTHER LIGHTING EQUIPMENT
ROSCO LABORATORIES INC	MANUFACTURING
ROYAL BANK OF SCOTLAND	INVESTMENT BANKING (N. AMERICAN HQ)
	OFFICES OF CERTIFIED PUBLIC
RSM	ACCOUNTANTS
SEMPRA ENERGY TRADING	TRADING
SHAMROCK MAINTENANCE INC.	BUILDING CLEANING SERVICES
SHENKMAN CAPITAL MANAGEMENT,	
INC.	INVESTMENT
SILGAN HOLDINGS	METAL PRODUCTS
SOLVAY SA	CHEMICALS (RESEARCH LABORATORIES)
STAMFORD HEALTH SYSTEMS	MEDICAL CARE
STAMFORD HOSPITAL	GENERAL MEDICAL & SURGICAL HOSPITALS
STAMFORD TOWN CENTER	RETAIL STORES
	OTHER MISCELLANEOUS DURABLE GOODS
STANCE BEAUTY LABS, LLC	MERCHANT WHLSRS
STAR GAS PARTNERS	LIQUEFIED PETROLEUM GAS DEALERS
STARWOOD HOTELS AND RESORTS	
WORLDWIDE, INC.	LEISURE (HQ)
STONEHENGE CAPITAL	INVESTMENT COMPANY
SWISS EURO AMERICAN HOLDINGS	HOLDING COMPANY
SYNAPSE	MARKETING
TASTY BITES	FOOD MANUFACTURING (HQ)
THE STAMFORD HOSPITAL	MEDICAL SERVICES
THOMSON-REUTERS	PUBLISHING, BUSINESS INFORMATION
TIG REINSURANCE	INSURANCE
TOSCO	PETROLEUM REFINING
TRADITIONAL	FINANCIAL
TRONOX LIMITED	MANUFACTURING (HQ)
TWEEDY BROWNE	FINANCIAL SERVICES (HQ)
U.S. POSTAL SERVICE	LOCAL AND REGIONAL MAIL SERVICE



UNITED BANK OF SWITZARLAND	INVESTMENT BANKING (HQ)
UNILEVER HOME & PERSONAL CARE	HOME CARE PRODUCTS
UNITED RENTALS INC	INDUSTRIAL EQUIPMENT RENTAL
US GAME SYSTEMS	FAMILY GAME COMPANY
US TRUST	BANKING
VEOM INFOTECH LLC	COMPUTER SOFTWARE
VINEYARD VINES	CLOTHING MANUFACTURING (HQ)
VIRIDIAN ENERGY	PETROLEUM INDUSTRY
WACHOVIA BANK, NATIONAL ASSOCIATION	BANKING
WORLD WRESTLING ENTERTAINMENT INC	PROFESSIONAL WRESTLING AND TELEVISION PRODUCTION
XL AMERICA	FINANCIAL, INFO TECH, INSURANCE
YAHOO.COM	TRAVEL
YANKEE ENTERTAINMENT & SPORTS	TELEVISION BROADCASTING

Source: City of Stamford Department of Economic

HQ — Headquarters/Offices

Mfg — Manufacturing Facilities

## 6. OFFICE OF PUBLIC SAFETY, HEALTH & WELFARE

The Office of Public Safety Health and Welfare has responsibility for the administration, supervision and performance of all municipal functions related to the Police Department, Fire Department, Emergency Medical Services, Office of Emergency Management, Health Department, 911 Emergency Communications Center, Social Services Department, and the abatement and management of environmental contamination.

The Director coordinates and supports all initiatives undertaken by the departments under the Office of Public Safety, Health and Welfare and handles all media related public safety inquiries, analyzes crime trends and incident reports, issues emergency alerts as appropriate to inform the public of any emergency situation and continues to strengthen the City's goal to improve its public safety efforts.

Stamford was ranked last year by the FBI as the safest city in Connecticut and in New England, the third safest city in the northeast region and the 15<sup>th</sup>

safest city in the country out of 272 cities with populations greater than 100,000.

There have been many significant advances towards the Office of Public Safety's goal of creating a safer community and improving the quality of life in Stamford, including new and continued work in the following areas:

- Strategic Planning for the Offices of Public Safety, Health and Welfare.
- Enhanced Emergency Medical Dispatching in the 911 Communications Center.
- Improved Emergency Response for Medical Emergencies reducing risk to residents and first responders with improved use of resources.
- School Safety and Security continues to be a priority with District Commanders providing routine visits for the safety and security of public and nonpublic schools.
- Enhanced active shooter response for the Stamford School System.
- Improved safety of residents, drivers and pedestrians through public education and enforcement campaigns.
- Improved time and record keeping in the Offices of Public Safety.
- Improvement of Fire Protection and the continued unification of the Fire Service.
- Multi Agency coordination of response and investigations between Police, Fire, Health and other agencies.
- Coordination of full scale Statewide Emergency Preparedness and Planning Initiative exercises with the State of Connecticut.
- Conducting citywide Emergency Management Tabletop drills simulating various situations including mass casualty incidents, mass prophylaxis Hurricane preparedness, active-shooter and potential terrorism scenarios for emergency response and preparedness.
- Improved emergency management communications with the Stamford community.
- Program(s) to help businesses mitigate damage and loss resulting from a disaster or emergency.
- Liaison and working with many community agencies and private groups including the Fairfield Business Council, DSSD, Chamber of Commerce, Building Owners and Managers Association (BOMA) and neighborhood associations to disseminate information about emergency preparedness, school security and safety, homelessness and youth initiatives.
- Improvement of the City's Emergency Operations Center with state-of-the-art technology, equipment and policies and procedures.

- Improvement of public safety through many coordinated efforts resulting in Stamford being named the safest City in New England, the second safest city in the northeast and the 14<sup>th</sup> safest city in the U.S.A.
- Continued fire safety education programs emphasizing the Smoke and Carbon monoxide detector ordinance requiring the installation of smoke and carbon monoxide detectors in all single and two family homes.
- Collaboration with the United States Army Corps of Engineers regarding the Stamford Hurricane Barrier to improve emergency planning and response when severe weather affects the coast.
- Developing and coordinating youth initiatives between the Mayor's Youth Service Bureau and the Stamford Police Department to reduce violence and increase awareness through participation in city programs.
- Empowering the Social Services Commission to act as an oversight committee in areas pertaining to social welfare concerns facing the residents of Stamford such as fair rent and discrimination.
- Coordination of the planning, response, mitigation and recovery from major disasters and events.
- Public Safety field-based reporting for Stamford Police Department, Stamford Fire Department and Stamford Health Department.
- Improvements in interagency infectious disease preparedness and response protocols (Ebola, Zika preparedness).
- Instituted SAFE CAM program citywide for businesses.
- CEAS program for businesses/business community.
- Public Safety agency overtime oversight.
- Increased and improved Public Safety recruitment efforts throughout agencies.
- No Smoking in Parks – new Health Department initiative approved.
- Street Smart initiative – improving Public Safety for pedestrians, bicyclists and motorists.
- Improved Police visibility in downtown.
- Improved Safety and Security for homeless with overnight warming center.
- Health vaccinations program in schools
- Camera Program to combat illegal dumping at in other locations to improve public safety (CCTV).
- Fire Service consolidation and improved response time in North Stamford.

- Assistant Fire Chief recruited and hired.
- Improved entry level examination process.
- Public Safety Fleet and equipment upgrades.

The Offices of Public Safety, Health and Welfare continue to work together as a professional team regarding all issues necessary to improve the safety, health and welfare of the residents and visitors to Stamford.

## **a. Police Department**

The Stamford Police Department is the premier municipal law enforcement agency in the northeast, and one of the finest in the nation. These statements are once again reflected in the latest available annual FBI crime reporting data which show Stamford as the 2<sup>nd</sup> safest city in the northeast, which includes all of New England, New York and New Jersey.

Stamford PD uses a mix of cutting edge tactical and technological resources coupled with a long standing commitment to community policing and youth and family based programs and services to deliver top notch law enforcement service despite a shrinking work force and continued population and construction expansion in the City.

This past fiscal year saw the departure of Assistant Chief Tim Shaw, and the promotion of new Assistant Chief Tom Wuennemann from the rank of Captain.

The Department is broken down into Patrol, Investigative and Administrative Divisions, each of which serves a unique and important role in service delivery to our stakeholders. Below is a breakdown of key statistical and programmatic data by Division or Unit.

**Patrol Division** - Stamford is a community based policing agency, and as such we are broken down into 4 districts, each commanded by a Captain who is responsible for meeting with key stakeholders on a regular basis to discuss issues and problems based on geographic location. Service is provided by 3 rotating squads of officers and Sergeants who work our day and evening shifts and are commanded by 1 Lieutenant each. The midnight tour is commanded by 1 Lieutenant and is a steady shift worked by 3 rotating squads of officers and Sergeants.

The Patrol Division is the primary driver of response, citizen contacts and calls for service numbers. During the period 1 July 2015 thru 1 July 2016 the

department generated or responded to 88,819 calls for service, conducted 8,620 motor vehicle stops, and as a large part of our community based philosophy we conducted 3,798 school patrols and 17,727 neighborhood based patrols. The focus of these patrols is to get officers out of their patrol units and into face to face contact with the people of our city. On the enforcement side the department made 2,679 arrests and wrote 4,180 summonses. The Patrol Division was honored by the Stamford Museum and Nature Center with the 1<sup>st</sup> Community Partnership Award for their work during 2015-2016. Additionally the Patrol Division participated in many community events such as touch-a-trucks, school and camp visits, health fairs, and neighborhood meetings. The Division also assisted with securing major events such as Alive at Five, Wednesday Live Concert Series, 4<sup>th</sup> of July fireworks, the City's 350<sup>th</sup> Anniversary Fireworks, and the UBS Parade Spectacular.

A major component of the Patrol Division is the Traffic Enforcement Unit which is staffed by 1 Sergeant and 3 patrol officers. Using motorcycles and unmarked cars the TEU wrote 2,469 summonses during the reporting period. The TEU is also the primary investigations unit for serious and fatal collisions. In that capacity the unit investigated 5 fatal crashes, prepared 8 search warrants and 10 arrest warrants and investigated 7 serious, non-fatal collisions. The TEU also plays an instrumental part in our community based efforts by responding to complaints from citizens regarding unsafe roads, chronic violations, and accident hot spots. The unit also places data gathering monitors when requested by city agencies or residents to gather and analyze data regarding traffic volume and speed. This year the TEU also administered the Distracted Driver High Visibility Campaign, the Click it or Ticket Campaign, downtown red light targeted enforcement effort and school bus enforcement campaign. The TEU also handles towing details during weather emergencies, and maintains contact with repeat DUI offenders in partnership with Adult Probation.

The Patrol Division administers the Department's grant backed DUI initiative which had a successful period, with 11 roadblocks that netted 58 DUI arrests, 931 motor vehicle violations and 41 criminal arrests for a variety of charges.

The Harbor Unit is staffed by 1 Sergeant and 3 officers during the peak warm weather season, and reduces to 1 Sergeant and 1 officer for the remaining months of the year. During the reporting period the HU responded to 267

marine related incidents including 8 rescue operations, 6 sinking vessels, 4 stolen boats, and 10 distressed vessel calls. The unit conducted 52 safety checks, retrieved 11 runaway docks or other hazardous large debris and 3 runaway barges. These are in addition to monthly checks of commercial shellfish beds and daily safety checks at boat ramps and new training initiatives with PD SWAT and EOD units in preparation for water-based terrorism incidents. The unit also wrote 12 summonses and made 2 domestic violence arrests for on water incidents.

**Special Operations** - The Special Operations Units of the Stamford PD are among the finest in the region, incorporating extreme physical fitness qualifications, state of the art training and equipment, and dedicated, experienced, operators and commanders.

The Special Response Team is comprised of 16 operators who are specially trained in weapons, tactics, combatives, mechanical and explosive breaching, hostage rescue, sniper/counter sniper operations and dignitary protection. The Team trains for a minimum of 16 hours a month and this year participated in training operations with the FBI Hostage Rescue Team in New York and New Jersey. A key training initiative undertaken during this period has been interoperability training with SPD EOD, K9 and Hostage Negotiation which is of vital importance during active shooter, mass casualty or terror related operations. SRT was activated 29 times this year as follows: 11 high risk warrant services, 1 hostage/barricaded subject, 6 patrol assists, 8 security details, 2 terror incidents and 1 special assignment. During these operations 7 guns were recovered.

The Explosive Ordinance Disposal (EOD) Unit is comprised of 2 Sergeants and 4 EOD Tech officers. The unit also has 3 EOD dogs, 2 of which are assigned to unit members. As with all special operations personnel, EOD techs are assigned full time to other duties and perform special ops duties when called upon. The EOD unit saw significant growth in calls for service this year, up from 135 to 204. We attribute this to the department's aggressive stance regarding anti-terror and homeland security efforts as well as the public's concern for the same issues. In response to terror acts around the world, there is added emphasis on integration of SRT and EOD units. To that end, 3 of our EOD techs are now basic SWAT operator certified. This year the EOD Unit

graduated 2 new Explosive Canine Detection Teams, Officer Edson and Bram and Officer Scarano and Doby and retired one EOD K9.

The 204 calls for service were broken down as follows: 97 calls for sweeps/unattended bags, 49 calls for suspicious packages/military ordinance/explosive chemical and commercial fireworks, 30 calls for K9 ballistic/firearm searches and 28 presentations/demonstrations.

Our EOD remains at the forefront of training by participating in training of personnel in explosive recognition, improvised explosive devices, weapons of mass destruction threats, personal protective equipment use and Supervisors tactical explosion management. As a community resource the EOD unit is always a very popular attraction at community based events. The K9's and the techs and equipment appeared at several events including those sponsored by the Board of Education, the Stamford YMCA and the Stamford Police Foundation. In addition to training police and first responder personnel, the EOD Unit provided IED awareness training at NBC Sports, UBS, the Government Center, the Board of Education and many other public and private agencies.

The EOD strives to continue to educate police officers, first responders and private and public safety partners in IED, vehicle born IED, active shooter and suicide bomber threats. Members of the unit spend countless hours, on duty and off to adapt to the constantly changing threat picture as it pertains to terrorism and extremism.

The Hostage Negotiation Team is comprised of 1 Lieutenant, 2 Sergeants and 8 patrol officers. All of these officers are assigned to other duties and respond to hostage and barricaded situations on an on-call basis. The HNT was called out 2 times during this period, as opposed to 10 call outs last year during the same period. The 2 call outs represent the lowest number since the team was formed in 2011. This year the HNT participated in 3 unique training opportunities. During one of these, Curtain Call nonprofit theater provided actors as role players to simulate hostage and emotionally disturbed citizen roles, and in the fall and spring the HNT trained with SRT and EOD as part of our continuing goal of achieving seamless inter-operability.

The Department K9 unit currently has 8 dog/handler teams. 3 patrol German Shepherds, 3 EOD Labradors, 1 narcotics Labrador and 1 bloodhound. In addition to EOD activations, sweeps and details, the K9 unit participated in 700 motor vehicle stops, often being used to search for narcotics and other



contraband. Patrol shepherds often lead the way in searches for wanted or fleeing suspects in buildings where the risk to officers is greater. All of the dog/handler teams are assigned to other duties and work as K9 operators when the need arises. In one instance the Connecticut State Police called for K9 assistance and a Stamford K9 located a fleeing felon after a 13 minute search near I-95 in Darien. Our K9 units also assisted with operations in Westchester County, Greenwich, Darien, New Canaan, and Norwalk. The unit also held demonstrations at several community and school based events in the City with great results from a community interaction standpoint.

**Investigative Division** - The Investigative Division is largely responsible for all major criminal investigations as well as property crimes, white collar crime, computer crimes, burglaries, larcenies, crimes involving juveniles both as offenders and victims, domestic violence cases, crimes against the elderly, bank fraud, internet crime, motor vehicle theft, child pornography, firearms violations, organized crime, narcotics investigations and gang activity. The division is broken down into Major Crimes, Property Crimes, Special Investigations Juvenile Offenses, Special Victims Unit, Property and Evidence Section, Crime Scene Unit, Digital Forensics Unit and Narcotics and Organized Crime Unit. As with all Divisions, investigators cultivate and maintain close, longstanding relationships with our citizens to assist in clearing cases and gathering intelligence.

During the reporting period the Major Crimes Unit investigated 396 cases as follows: 1 Homicide, 75 Robberies, 35 Firearms Violations, 58 Assaults, 91 DOA/Suicides, 33 Sexual Assaults, and 104 Miscellaneous Investigations. Major Crimes officers are primarily responsible for the production of our DIVERT videos which we share with the public and media to help solve crimes where video evidence is available.

The Property Crimes (Burglary) Unit handled 252 cases including 147 Burglaries, 274 Larcenies from Motor Vehicles, 91 Stolen vehicles and 5 Arsons. The Burglary Squad made 69 arrests. The Property (Financial Crimes Unit) investigated 239 reported financial crimes out of 472 reported financial crimes. This unit made 74 arrests and served 111 search warrants.

Members of the Major Crimes and Property Crimes Units serve in the FBI Joint Terrorism Task Force, the Weapons of Mass Destruction EOD Task Force, the United States Secret Service Financial Crimes Task Force, the IRS Task Force, the Connecticut Intelligence Center and the Fairfield County Jewelry



Alliance. Relationships with these and other Task Forces and professional affiliations serve as force and intelligence multipliers allowing for networking and use of regional and federal assets to solve crimes committed here in Stamford. Our Task Force officers have been the recipients of awards of merit for their collaboration on both state and federal cases.

The Special Victims Unit in Stamford was the first of its kind in the state. The unit handles primarily domestic violence cases but also handles stalking, crimes against the elderly, missing persons and certain sexual assaults. Department wide, we handled 499 DV cases during the period, with the SVU adopting 216 of them. This resulted in 162 home visits, 7 gun seizures, 74 arrest warrants and 52 arrests. The unit also investigated 25 adult missing persons cases, 13 hoarding cases and 5 elderly assistance incidents. Our longstanding collaboration with the Domestic Violence Crisis Center continues with great success. We also partner with DVCC on our home visit program and our Lethality Assessment Program.

Members of the SVU also collaborate with Neighbors Link and Saint Joseph's Parenting to reach traditionally underserved and non- English speaking populations.

One of the cornerstones of our success is the number of successful youth-oriented programs that are operated out of the Special Investigation, Juvenile Offenses Unit. The SIJO investigates all crimes where the offender or victim are juveniles. During the reporting period the SIJO undertook 673 investigations including 85 sexual assaults and 21 missing juveniles. The SIJO made 374 arrests as a result of these investigations.

Beyond traditional casework and investigations, the SIJO is the primary driving force behind some of our most successful and rewarding programs that seek to prevent juveniles from re-offending and entering the criminal justice system.

Among these programs here are some that have had great success:

- TARIP – Truancy and At Risk Program. Addresses juveniles that are engaged in behavior that we deem may put them at risk of arrest or victimization.

- Stamford Public School collaboration – Meetings with DOMUS, public school officials, juvenile probation and the PD to discuss racial proportions of those that we arrest.
- Mayors Juvenile Justice Reform Program – SIJO supervisor sits in on meetings with community representatives to ensure that school based arrest numbers are appropriate for a district our size.
- Juvenile Review Board – Panel run by SPD to give first time offenders an alternative to the criminal justice system.
- Undoing Racism Program – Sergeants Kennedy and Brevard are part of this panel which seeks to recognize and combat racism as it affects police/community relations.
- Girls leadership Program – In collaboration with DOMUS, takes a group of at risk girls and teaches them life skills and leadership traits. The group is headed by female officers and overseen by SIJO sergeant.

The Digital Forensics Unit was created last year in response to the skyrocketing demand for forensic examinations of computers, phones and other devices. The DFU assists with a variety of investigations including internet exploitation of children, distribution of pornography, sexual assaults and robberies. Last year the DFU received 293 requests for assistance. These requests resulted in 150 computers/mobile devices being analyzed for digital evidence, 7 internet crimes against children cases, 148 CCTV video retrievals, 24 DIVRT videos produced, and 17 search warrants being completed. In addition the DFU assisted 9 other departments with digital/tech analysis. The DFU works with and is affiliated with the US Secret Service Electronic Crimes task Force, the Technical Investigations Unit of SW Connecticut and the International Association of Computer Investigations Specialists.

The Narcotics and Organized Crime Unit is comprised of 1 Lieutenant, 2 Sergeants, and 8 patrol officers as well as 1 DEA Task Force member. This unit investigates narcotics sales and distribution, illegal firearm sales, prostitution, liquor law violations and organized crime activities.

During the time period the NOC Unit made 475 arrests, seized approximately \$350,000 in narcotics, approximately \$850,000 in cash and seized 20 guns. The NOC unit is integral in our crime reduction efforts and

is largely responsible for our low incidence of street crime and street gang activity. NOC officers are also SWAT team members, serve in a mentoring capacity and work with our FBI Joint Terrorism Task Force.

The Training Division is primarily responsible for all recruit training, in-service training and specialized advanced training for veteran officers. The division is staffed by 1 Captain, 1 Sergeant and 2 patrol officers. During the reporting period, the Division processed and completed 338 training orders for officers and civilian employees. These orders covered in-service POSTC re-certifications, advanced level in-service training, specialty unit training, role call training, seminars and conferences. Last year's re-cert group was comprised of 74 officers and this year's group will be 126 officers. The Stamford Police Training division offers steady instructional assistance to the Police Officer Standards and Training Council in both advanced and recruit level training and offers instruction at several regional academies.

This year the Training division implemented a new electronic format for ensuring important police related training topics can be disseminated quickly. Some of this year's topics included POSTC legal updates, Zika Virus updates, State lab procedures and heroin overdose investigations. This year, SPD Training also hosted training events covering topics including Racial Tolerance Issues, Understanding Terrorism from the Israeli Perspective, Stop Stick Training, Silver Alert Protocols, CPR/AED instruction, management and leadership, hostage negotiation and background investigations. Lastly the division assisted with the basic training for 14 new police officers and handled mandatory paperwork for 26 retiring officers.

The Stamford PD Information and Technology Unit is staffed by 1 Sergeant, 1 police officer and 1 civilian and is housed in the basement of headquarters. 2015-2016 saw the IT unit undertake several new and important initiatives. Chief among these are upgrades to our Inform Computer Aided Dispatch and Inform mobile systems which allow up to the minute crime mapping, street views of crime locations and other time critical information to be accessed immediately. The IT unit serves 300 users with all IT services including IT policy and procedure, IT training, hardware and software maintenance and budgeting. Other major projects undertaken include assistance with our new body worn camera initiative, racial profiling data composition and dissemination, e-citation capability pilot program, new street name directory incorporated into records

management system (which can view and print an updated list of local past offenders by street name), replacement of outdated cell booster at headquarters, day care data base set up, needs assessments for new building construction, and moved all IT needs from SIJO and Bureau offices to new accommodations.

<b><i>Patrol Division - At a Glance</i></b>		
	<b>2014-15</b>	<b>2015-16</b>
Calls for service	115,528	88,819
Major Crime Cases		396
Arrests		2,679
Motor Vehicle Stops	20,936	8,620
School Based Patrols	7,990	3,798
Neighborhood Based Patrols	28,683	17,727
BCI Financial Crimes Cases		239
Special Victim Unit Cases		216

<b><i>Programs</i></b>
Undoing Racism
Hoarding Task Force
School Resource Officer Program
Truancy & At Risk Program
Girls Leadership Program
Operation Safe House
SART Steering Committee
DVCC Collaboration
Senior Outreach Collaborative
CSP Internet Crimes Against Children TF
Lethality Assessment Program
Mayor's Juvenile Justice Reform
DV Home Visits
SPD/SPS Collaborative Steering
Sexual Assault Crisis Team
Juvenile Review Board
Neighbors Link

Secret Service Financial Crimes Task Force
St. Joseph's Parenting Group
IRS Task Force
CT Intel Center
Fairfield County Jewelry Alliance
Joint Terrorism Task Force
Weapons of Mass Destruction Task Force
Secret Service Electronic Crimes Task Fore
Tech Investigation Unit of SW CT
Int'l Association of Computer Investigative Specialists

## **b. Stamford Fire Department**

The Stamford Fire Department remains committed to its efforts working toward full implementation of the changes to the fire service within the city put forth in the Charter Change of 2012. Some of the steps towards consolidation made during this period include: One consolidated Fire Department budget, service to all Fire apparatus under one roof, a city-wide apparatus replacement plan, implementation of "Closest to the Pin" Computer Aided Dispatch system, MDT's installed on Citywide Fire apparatus. This fiscal year the Department took delivery of one new Tower Ladder funded in the FY 2014-2015 budget. The hiring of 16 new firefighters in the fiscal year enhanced the manpower throughout Stamford. The SFD shall continue towards the enrichment of the safety and effectiveness of the City-wide fire protection system.

<b>Fire Department - Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Total number of alarms responded to	11,428	10305	10300
Total fires	445	415	415
Structure fires	57	67	54
Hazardous materials calls	94	600*	734
Rescue/EMS first responder calls	5,564	5549	5766
False alarms	1,865	1909	1821
Fire investigations	310	308	207
Fire marshal inspections (total)	705	3288*	2622**
Fire losses	\$ 4,142,178	\$3,334,362	\$4,164,538

*\*change in reporting, \*\*retirement/Fire Marshal staffing transitions*

### **Grant Funding**

In FY 2015 – 2016, the Department received or implemented all or part of the following grants to supplement our budget and increase our services to the City's residents:

- FY 2016 Regional Fire Training School \$53,633
- FY 2014 Port Security \$14, 000 for sustainment of the Fire Boat program
- FY 2013 SAFER (Turn of River) \$2,887,200 for Firefighter hiring
- FY 2013 SAFER \$1,045,188
- FY 2016 FM Global \$1,500
- FY 2016 CT Fair Plan Anti-arson grant \$440

### **Line Division**

The mitigation arm of the Stamford Fire Department is known as the "Line Division". The Line Division responded to the following lifesaving incidents:

<b>Line Division - Trends</b>					
	<b>FY 15-16</b>	<b>FY 14-15</b>	<b>FY 13-14</b>	<b>FY 12-13</b>	<b>FY 11-12</b>
Total Incidents	10300	10305	11428	11398	11191
Structures	54	67	57	61	78
Total Fires	415	415	445	509	467
Rescue/EMS	5764	5549	5564	6107	5746

Hazardous Condition/ Materials	734	600	95	94	94
False Alarms	1821	1909	1865	1899	1822
Other	1479	1765	3402	2728	2984

January brought the implementation of a new generation of Computer Aided Dispatch “CAD” software which changed our dispatch procedures to a “Closest to the Incident” GPS aided assignment process. Implementation of the new system has been a challenging process but will improve response time to incidents within Stamford. Fighting fires is only a portion of the lifesaving work our firefighters perform. On a daily basis firefighters respond to a wide array of incidents within the city. The highest percentage of calls to the Fire Department are Rescue / Emergency Medical incidents. Stamford Fire Department is the “EMT-Level First Responder” to all life threatening EMS calls in the city, and due to our proximity and our extensive training and expertise, many lives are saved annually. With the recent nationally recognized epidemic of opiate drug overdoses the Stamford Fire Department initiated, and personnel completed, training in the use of the narcotic antagonist drug “NARCAN” which counteracts the effects of opioid drugs such as Fentanyl and Heroin. Since the completion of NARCAN training and Stamford’s implementation of treatment protocols, Stamford firefighter/EMTs have administered this lifesaving drug, NARCAN, on numerous occasions saving multiple lives. The Stamford Fire Department serves the city, its residents and guests by being the lead response agency to all manner of rescue incidents, with special operations units performing Marine Operations, SCUBA Rescue, Heavy Rescue, Motor Vehicle Extrication, High Angle Rescue and Confined Space Rescue. The department provides technician-level hazardous materials response services with the HAZMAT task force operating out of the South End fire station.

**Volunteer Division** - Since 2013 the Volunteer Fire Departments have increased its membership but more importantly the certified membership has increased by more than 25%. Volunteer Firefighters station coverage has increased and these hours are being monitored regularly. Several Volunteer departments have increased their ability to cover multiple calls due to increased membership and participation in their departments. Dual and Multiple Membership has been encouraged. Members per call response has

increased in most of the Volunteer Fire departments. A total of fifteen new members have joined department-wide. The total Volunteer Department-wide membership pre 2014 was 191 Firefighters, of which 95 were Certified Firefighters. Today the total Volunteer Department-wide membership is 188 of which 120 are Certified Firefighters. While membership has decreased the number of Certified Firefighters has increased. Breakdown of individual volunteer department statistics are shown in the table(s) below.

<b><i>Volunteer Fire Membership</i></b>						
2015/2016	Bell-town	Glenbrook	Long Ridge	Springdale	Turn of River	Total Certified
Certified Firefighters	40	16	25	8	31	120
Total Membership	54	35	41	19	39	188

<b><i>Volunteer Fire Incidents (February 1-June 30, 2016)</i></b>			
Department	Incidents Responded	Total Incidents	Percentage
Belltown	145	153	94.77%
Glenbrook	98	168	58.33%
Long Ridge	230	231	99.56%
Springdale	67	269	24.90%
Turn of River	357	735	48.57%

Long Ridge Volunteer Fire Departments “Tanker 78” now responds as a manned water supply unit to all areas of the City that have Limited Water Supply. Belltown Volunteer Fire Departments “Engine 41” now responds as a Staffed Unit (4 Firefighters) into all districts, City Wide, on a regular basis. Eight of the Turn of River Volunteer Firefighters are now certified and have the ability to ride along on Stamford Career “Engine. 8”.



**Fire Marshal Division** - The Fire Marshal Division is the risk reduction arm of the Department. Responsibilities of this division include fire code enforcement in both new construction and existing structures, fire cause and origin investigations, arson investigation. The Fire Marshal Division is tasked with Public Fire Education. Personnel from the Fire Marshal division visit schools, resident communities, area businesses and provide educational presentations and “talks” about Fire Prevention and Safety.

<b>Fire Marshal Division - Trends</b>				
	<b>FY 15-16</b>	<b>FY 14-15</b>	<b>FY 13-14</b>	<b>FY 11-12</b>
Fire Investigations	207	308	272	221
Fire Losses	4,164,538	3,334,362	4,142,178	3,709,901
Residential Unit	703	1182	705	824
Smoke/CO Detector	N/A	6112	3362	N/A

**Training Division** - The Fire Training Division is responsible for all OSHA, NFPA and ISO related training for all Firefighting personnel within the Department. Fire Department administration sees the Training Division as being an integral part of the Fire Services consolidation. Continuation of the analysis of the volunteer firefighter training records and the full integration of training records for the entire Department is ongoing. The numbers below reflect only the training conducted related to career personnel.

<b>Training Department - Trends</b>					
<b>Fiscal Year</b>	<b>FY 15-16</b>	<b>FY 14-15</b>	<b>FY 13-14</b>	<b>FY 12-13</b>	<b>FY 11-12</b>
Classes	5431	5321	4215	4266	2072
Student Hours	38000	31226*	25281	26406	15943

*\*correction of number previously reported*

Sixteen new Firefighters attended the Connecticut State Fire Academy for their basic training and certifications. Among other certifications each recruit completed Firefighter 1, Firefighter 2 and Hazmat Operations & Awareness. Ten of the Recruits were trained to the level of Emergency Medical Responder.

Those ten recruits are in the process of completing the State of Connecticut EMT Emergency Medical Technician Certification.

The Fire Training Division successfully completed an EMT recertification program for 81 members. Regular scheduled training took place at the Company Officer level in house and at the Training facility. A major initiative of the Training Division is the attention to water supply in the non-hydrant districts.

The Division is responsible for the administration of the Stamford Fire Regional School. The Regional Fire School provides fire training for the surrounding departments, both career and volunteer

***Vehicle & Equipment Maintenance Division*** - The SFD Mechanical Division is responsible for the annual inspection, service, and repair of all Stamford fire department apparatus, equipment and support vehicles. This past year the SFD Mechanical Division has greatly expanded the amount of services that we provide to the day to day operation of the fire department. The mechanical division makes every effort to do as much work in house as possible to reduce down time of apparatus. With the implementation of a new CAD system the division was charged with the required upgrade and installation of the Mobile Data Transmitters “MDT’s”, modems & docking stations on all front-line apparatus of both the Career and Volunteer units. Other tasks that are performed through the SFD Mechanical Division are Annual Pump testing, Annual Ladder testing, Annual Fire Hose Testing, Annual Flow Testing of SCBA devices. Fire Hydrant purchasing, replacement and repairs are the responsibility of the Mechanical Division, as is SCBA maintenance & small equipment repairs. The SFD Mechanical Division works closely with the line division, the fire marshals division, training division and volunteer companies to make sure that all of the equipment that the divisions utilize and rely on daily work as efficiently and safely as possible.

### **c. Stamford Emergency Medical Services (SEMS)**

SEMS’ mission is to provide consistent, compassionate, high quality, pre-hospital paramedic service to the citizens and visitors of Stamford.

SEMS responded to 14,203 calls for medical assistance this year, which was our busiest year to date. Of those calls 6,269 required our highly trained paramedics to perform Advanced Life Support (ALS) interventions. The sheer

volume of calls required that SEMS expand the operations of our 5<sup>th</sup> ambulance into the weekend during peak hours of the day to ensure quality patient care in accordance with our mission. SEMS responded to 93% of all calls within 8 minutes and SEMS has an average response time of just over 5 minutes to ALS calls.

SEMS also provided medical coverage/support to all large-scale events in the City such as the balloon parade and Alive at Five. Additionally, the harsh winter weather required us to provide assistance beyond our normal capabilities due to poor road conditions. We deployed additional resources without interruption to our day to day operations. When our services were required, SEMS rose to the occasion.

SEMS is an integral partner and provides leadership and excellent service to the City of Stamford on a continuing basis. This year SEMS continued its training program including Emergency Medical Technician (EMT) classes and assisted with the City's Community Emergency Response Team (CERT) training. These classes increase the numbers of local trained responders available in case of a large scale incident. Finally, SEMS has become the lead agency for the hands-only CPR initiative and continues to plan future events with the goal of increasing the chances of survival for cardiac arrest victims throughout the City.

<b><i>SEMS - At a Glance</i></b>	
Calls for medical assistance	14,203
- Number of advanced life support interventions	6,269
Percentage responded to within 8 minutes	93%
Average response time in minutes	5

#### **d. Health Department**

The Department of Health work to improve the health and safety of those who live and work in Stamford. Through various programs, we apply the basic principles of health promotion and disease prevention. This is achieved through programs that comprise the department: Nursing and oral health, environmental health inspections, social services, Women, Infants, and

Children (WIC) services, HIV prevention, laboratory services, public health education, and emergency preparedness.

**Environmental Health Inspection** - There were 4,995 inspections related to housing, lead, mold, asthma, air pollution, food, noise, day care, bedbugs, pools, weights and measures, rodent, (septic, permits and plan review), stagnant water, water pollution, noise and general complaints.

***Summary Activity:***

- There were one hundred fifteen (**115**) food orders issued to food service establishments.
- There were a total of thirty six (**36**) hearings held with owners of food establishments that failed two consecutive inspections and 83 food service workers present during the mandatory food presentation.
- There were eleven (**11**) voluntary food safety presentations with 289 people in attendance.
- There were a total of eleven (**11**) qualified food operator training classes with 141 people in attendance.
- There were a total of four (**4**) hearings held with owners of cosmetology establishments that failed two consecutive inspections and 10 staff workers present during the mandatory cosmetology presentation.
- There were one hundred twenty four (**124**) housing safety and zoning code enforcement (health inspections) and thirty six (**36**) operation safe house inspections.
- Two hundred eleven (**211**) orders were issued to abate violations of code ordinances and fifty three (**53**) orders sent to vacate illegal residential units.
- Eight (**8**) arrest warrant affidavits were sent to the office of the State Prosecutor in Housing Court.
- There were thirteen (**13**) inspections assessing the environment of structures housing asthmatic children (Breath of fresh Air Program).

**Public Health Nursing and Dental Hygiene Services** - Public Health continues to lead the way in building healthy communities, achieving health equity and improving the quality of life for all in the community. Evidence and data drive the practice of public health nurses and dental hygienists who translate knowledge from individuals and population groups through direct care, health prevention programs and advocacy. This is accomplished through our programs in public health nursing, school health nursing, and school dental health.

***Summary Activity:***

- The Breath of Fresh Air Program (Asthma Program) had 8 new clients and made 18 home visits, bringing educational materials, home cleaning products and dust prevention tools.
- The monthly Blood Pressure Clinic located on the 4th floor of the Stamford Government Center took 22 blood pressures, referred 6 people to other providers, and distributed informational packets.
- The IAP (Immunization Assistance Program), which tracks children's immunization compliance, had 633 children referred. 467 children had vaccine information updated. 166 children were lost to service. 35 provider sites were visited. 3,794 contacts were made.
- The Cocoon Program was again funded by the State of Connecticut. 114 adults were immunized with TDAP to help prevent the spread of pertussis to infants.
- The Flu program gave 1161 doses of quadravalent vaccine during the 2015-2016 campaign. Medicare or other insurances reimbursed the program for \$5,618.28.
- There were 25 cases followed for communicable diseases. (4 Ebola travel monitoring.)
- The Mobile Medical Van was utilized four times during the last fiscal year. There were 30 clients served, 11 glucose and cholesterol screenings performed and 8 blood pressures, 49 referrals and 140 pamphlets distributed.
- The Reach Out and Read initiative distributed 58 books to children age 6 months to 5 years of age at the Well Child clinics.
- There were 549 initial visits at the STD clinic with 126 follow-up visits. 534 syphilis tests were given resulting in 13 positive cases; 13 were treated. 500 HIV tests were performed resulting in one (1) positive case. Six (6)

pregnancy tests were performed and zero (0) were referred to prenatal care. There were 200 vaccines given at STD clinics. The clinic was relocated in February to Henry Street, which may have impacted the number of clients seen.

- Travelers' clinic served 246 clients. 348 vaccinations were given and 70 malaria prescriptions were written. A total of \$25,535 was collected in fees. The clinic moved to Henry Street.
- There were seven (7) new active Tuberculosis cases. Three (3) were adult pulmonary, one (1) suspect infection; three (3) extra pulmonary cases. All were followed by D.O.T. (Direct Observation Therapy) with 1040 visits. 12 PPD/AGRA were completed; four (4) had a positive PPD.
- Well Child Clinic served 376 children. There were 669 appointments: 178 physicals were completed; 1,297 vaccinations were given; 985 screening tests were performed; and 149 referrals were made to other health care providers. The clinic moved to Henry Street.

**School Dental Program** - There were

- 8,235 dental screenings provided. 657 required some dental care;
- 462 sealants were provided for second-graders; 377 students received preventative dental services including fluoride; 87 students received dental treatments; and six (6) students were referred for oral surgery or other extreme dental care.

**School Nursing Services** - One (1) school nurse served 35 licensed nurseries and daycares. 154 vision screenings and 154 hearing screenings were completed.

- We provided nursing coverage for 21 public schools and 19 private schools.
- The combined public and private schools had 64,054 sick visits reported to the nurse's office; 30,711 injury visits; and 19,681 other concerns visits.
- For both the Stamford Public Schools and the Private Schools, there were 669 accident reports completed by the school nurses; 69 calls were made to 911.
- There were 2,750 medication orders and 151 orders for skilled nursing treatments in the district.

- Special skilled nursing interventions totaled 14,040. These included all treatments such as: catheterization, glucometer, colostomy care, urinalysis, suctioning, G-tube feeding, insulin pump management, oxygen, medications given, and screenings.

<b>Screenings</b>	
8,257	Vision screenings
8,413	Hearing screenings
3,829	Scoliosis screenings
1,626	Lice checks performed
3,313	Height and weights recorded
2,021	Sports physicals recorded
3,596	Physicals recorded
31,055	Total

**HIV Prevention** - Due to the President's National HIV/AIDS Strategy, the HIV Prevention's grant funding from the State of CT DPH changed as of January 1, 2013. Now in line with National Prevention efforts, our mandate is to offer HIV testing (without counseling) to as many individuals as possible to help identify the approximately 200,000 Americans living with HIV who are undiagnosed. Therefore, we are no longer providing multi-session group sessions but instead are focusing on Outreach through our Mobile Van and through single session groups and Testing and Linkage to services. The number of clients served in groups will be lower and the number of clients seen for outreach will be higher. In January 2016, the HIV Prevention Program moved from providing HIV Oral Rapid Testing to Alere Determine 4<sup>th</sup> Generation HIV Testing (finger stick). The HIV Alere test is a HIV-1/2 Ag/Ab Combo antibody component which works to determine an individual's HIV status within 14 days. The HIV Oral Rapid Test took up to 3 to 6 months to determine an individual's HIV status. In addition to the HIV Alere test, once an individual test positive for HIV a blood drawn HIV confirmatory test is performed.

***Summary of Activity:***

- The HIV Prevention Program provided 589 HIV tests. Out of the 589 tests performed during this period, 1 individual was confirmed positive. HIV

testing was provided at 18 different sites throughout the community including on the Mobile Van, Health Fairs, Liberation Programs, Inspirica Programs, Shelter for the Homeless, New Covenant House Soup Kitchen, TB Clinic, Cornerstone Pharmacy, Domestic Violence Shelter, Neighbor's Link Stamford, AmeriCares, Durango Insurance, Community Barbershops, CT Transit, Under the Bridge, Faith Tabernacle Church Food Pantry, UCONN, FIRP, and CT Renaissance.

- Two Hundred & Forty Seven (247) HIV positive individuals or individuals practicing high risk behaviors received Prevention Counseling services and CLEAR services, (Choosing Life Empowerment Action & Results). Additionally, there were 455 individuals who attended 53 HIV risk reduction single-session groups.
- HIV Prevention Program Staff made 6,095 outreach contacts during this period to individuals throughout the neighborhoods of Stamford, the Mobile Van and through single session groups at community agencies. Linkage to community services was also provided.

**Laboratory Division** - The Stamford Health Department Laboratory provides supportive lab services to the function of the health department along with direct public accessibility to its analytical services and public health information to the citizens of Stamford.

***Summary of Activity:***

- This past year, 242 ticks were submitted for Lyme testing with 15% of those submitted testing positive.
- Bedbugs are an increasing problem in Stamford. Last year there were 53 submissions for bedbug identification. Once identified as bedbugs, Environmental Health Inspectors will perform a home inspection on rental properties and issue orders to the landlords for extermination.
- The laboratory along with Animal Control insures that animals that need rabies testing are transported to the state for testing. This past year 9 submissions were made to the State Public Health Laboratory, 1 (fox) tested positive for rabies.
- A laboratory technician is present at all Well Child Clinics to perform testing (hemoglobin determinations and lead screenings). The technician is also available for hemoglobin determinations and lead screenings for the WIC



program and private physicians when necessary. This past year, 221 children were tested.

- Eight hundred and twenty-two (822) STD (Sexually transmitted disease) tests were performed for the departments STD clinics. Patients are routinely tested for Chlamydia, gonorrhea and syphilis. A laboratory technician is present at the clinics to perform laboratory testing (wet preps and gram stains) and process samples to be sent to the State Public Health Laboratory.
- The significant illness database continues to be updated with newly diagnosed diseases/illness of Stamford residents reported to the health department. A total of 763 submissions were entered into the database last year. The submissions are tracked for trends and clusters so that adequate follow-up can be performed.
- There were 765 water samples (beaches, well water, public water) tested by the laboratory for bacteria and minerals, metals. Of these samples 2,656 individual tests were performed.
- In January of 2012, a well water ordinance went into effect. North Stamford residents with wells were tested for pesticides namely dieldrin and chlordane and also for Arsenic and Uranium. Last year 499 well water samples were collected and tested between July 2015 and June 2016.

**WIC Program** - The federally funded WIC (Womens, Infants and Children) program serves low-income pregnant, postpartum and breastfeeding women, and infants and children up to age five who are at nutrition risk. WIC provides nutritious food supplementation containing those essential nutrients often lacking in the diets of populations at nutritional risk, breastfeeding promotion, infant formula and nutrition education. Through close ties with other community and departmental services, the WIC Program is able to assist participants in attaining other health services.

### ***Summary of Activity:***

- The New Connecticut WIC- eWIC Computer System Implementation was initiated on May 23, 2016 at the Stamford and Norwalk permanent and satellite sites and is in progress. All participants in the caseload are in the process of being transitioned to the new system.

- Currently, Stamford WIC has 3,330 participants primarily from Stamford, with a small population from Greenwich, Darien and New Canaan and additionally, 1,728 participants receiving services at the Norwalk WIC, located at the Norwalk Health Department, primarily from Norwalk, with a small population from Westport, Weston and Wilton. In addition, there is a satellite location at the Greenwich Town Hall.
- For the 2016 season, 2,580 eligible Stamford WIC participants and 1,394 eligible Norwalk WIC participants will be receiving Farmer's Market Coupons through the Connecticut Department of Agriculture's Farmer's Market program.

**Public Health Education & Outreach** - The Department engages in health education activities across divisions by aligning expertise with to an effort to increase efficiencies. Areas of focus include asthma, lead poisoning prevention, blood pressure, antismoking messaging, sun safety, nutrition, stress management, hands-only CPR technique, and cancer prevention. By aligning with community partners such as not-for-profits and health providers, the Department strives to maximize impact and broaden its reach while reducing duplication. Key relationships/initiatives over the last year have included Cradle to Career and the Vita Collaborative.

**Emergency Preparedness** - The Department participates in activities that establish a state of readiness to respond to events before, during, and after an emergency or disaster that could affect the community at large. Emergency preparedness involves mitigating, preparing, responding, and recovering from emergencies and disasters in order to lessen the impact. We establish an all-hazards approach to build community resiliency. Emergency Preparedness is achieved by planning, training, equipping, and exercising the emergency response plans.

In the past fiscal year, we have participated in the following events:

- Attended hurricane tabletop exercise
- Attended health care coalition meetings hosted by DPH
- Attended monthly regional MRC leadership meetings
- Conducted emergency preparedness presentation to the seniors at the Senior center

- Conducted emergency preparedness presentation to the Hispanic seniors
- Actively involved in the ESF 8 exercise/drills planning committee
  - Ebola tabletop exercise planning
  - Family assistance center planning committee
- Participated in the development of the family assistance center plan
- Participated in the Ebola table top exercise
- Participated in the FEMA virtual tabletop exercise event
- Participated in developing and execution of Lean Six Sigma training
- Attended project management training session
- Attended and hosted several lean six sigma
- Attended ESF 8 meetings
- Attending ESF 6- mass care committee meeting
- Attended Regional Emergency planning team meetings
- Conducted staff training for upcoming medical countermeasures full scale statewide exercise
- Conducted Zika public education activities
- Developed all-hazards based emergency response plans

### ***e. Social Services Division***

The mission of the Department of Social Services is to provide Stamford's citizens with information about, and assist their access to programs and/or resources that meet their basic human needs and protect their basic human and legal rights.

Towards these ends department personnel are responsible for outreach to ensure that Stamford residents know about supportive programs and services for which they might be eligible, and for providing individualized assistance on an "as needed" and bi-lingual basis to maximize access to those programs and services.

The department is staffed by four full-time, and one part-time (cross-trained) employees. A significant amount of the department's daily work is unplanned as staff is required to respond immediately to regular interruptions from the public (via telephone and "walk in" inquiries) for advice and assistance with a range of issues that affect Stamford's youth, family, adult and senior

populations (birth to death). Additionally, department staff is responsible for responding to, planning, administering, implementing, managing and/or making referrals in connection with a myriad of programs and services.

**Application Assistance** - On a daily basis trained staff explains medical bills and provides one-to-one application assistance with respect to a number of federal, state and municipal benefit programs for which individuals may be eligible. These include:

- Access Health Connecticut (Obamacare);
- HUSKY and Title XIX (also known as Medicaid);
- Medicare Part D;
- Qualified Medicare Beneficiary Program (QMB pays Medicare Part B premiums, Medicare deductibles and Medicare co-payments for eligible seniors)
- Medicare Savings Programs
- SNAP (federally funded food stamp program provides assistance to persons meeting monthly income limits)
- Subsidized Senior Housing
- Easy Access (subsidized transportation for disabled individuals); and
- The State of Connecticut Rent Rebate Program (income qualifying Stamford residents sixty-five or older, or disabled and receiving disability payments may be eligible to receive a partial refund of rent and utility payments from the State).

Application assistance is labor intensive, involving considerable time securing information and arranging for needed services.

**Direct Service and Referrals to Community Partners** - The need for casework, advocacy and community services often presents coincident with the need for application assistance. Staff's effectiveness in helping residents to address their needs or manage life crises requires: a thorough knowledge of community resources and programs; the ability to take initiative; and the maturity to exercise sound judgement. Errors can result in failure to obtain, or loss of service.

Accordingly, staff maintain strong working relationships with personnel in other municipal departments (health, police, board of education), state

agencies, community social service and not-for-profit organizations, local housing authorities, health clinics, hospitals, etc.

**Mandated Services – Evictions** - After a residential eviction has occurred Connecticut law requires any unclaimed property of the evicted tenant(s) to be removed from the rental premises (by a state marshal) and delivered to a municipally designated location for storage. Possessions remaining unclaimed after fifteen days may be sold at a public auction. In Stamford evictee possessions are delivered to, and stored in city-owned bins located at Magee Avenue. The Department's Mandated Services Coordinator is responsible for administering the eviction storage program and, as appropriate to individual circumstances, assisting evictees in locating safe, secure permanent housing or placement in temporary housing or shelters.

**Mandated Services – Relocations** - Under Connecticut landlord tenant law, landlords are required to comply with the provisions of municipal codes (including housing, health and fire) that affect the health and safety of their tenants. When municipal inspectors charged with code enforcement responsibilities find residential conditions that constitute immediate or serious threats to occupants' health or safety, the subject premises are declared "unfit for human habitation" and "condemned." Occupants displaced as a result of condemnation orders may be legally eligible for financial assistance from the municipality to cover specific costs associated with permanent "relocation." (As permitted by law, Stamford holds non-code compliant landlords liable for reimbursement of relocation payments made to, or on behalf of their displaced tenants.) The Department's Mandated Services Coordinator is responsible for administering and service delivery in connection with Stamford's relocation program, including determining, on a case by case basis, whether local code enforcement activities have resulted in displacement and, if so, whether, and what benefits displaced families and/or individuals may be eligible for.

**Stamford Social Services Commission – Oversight Function** - The Social Services Commission has oversight responsibility for issues pertaining to the social welfare of Stamford's citizens, including shelter. In this capacity, the Commission is charged with coordinating and promoting policies and strategies that maximize the existence and availability of local social service

resources and increase the flow of relevant information to Stamford citizens in need.

In 2015, the Commission conducted a “Community Partner” survey. Social service agencies were asked to describe the services they offered to Stamford residents and to identify existing service gaps, underserved populations and unmet needs. After analyzing the responses, the Commission invited survey respondents and other not-for-profit organizations to make presentations and submit written testimony at a series of meetings they held to identify available programs and services, as well as the unmet needs of Stamford’s 18-25 year old population. Education and workforce preparedness (including help in identifying employment opportunities, help with resume writing, opportunities for job shadowing, apprenticeships and obtaining certifications) were the most often expressed areas of need. The Commission has recommended a series of action steps that would address these needs. It will share these ideas with the Mayor and in the wider community, hopefully assisting to enable implementation.

#### Stamford Social Services Commission - Fair Rent and Human Rights

Connecticut law permits municipalities to establish Fair Rent and Human Rights Commissions within the guidelines required by State law. Accordingly, the Stamford Social Services Commission acts as the city's Fair Rent Commission, as well as its Human Rights Commission. In its Fair Rent capacity, the Social Services Commission is empowered to make studies and investigations, conduct hearings and receive complaints relative to rental charges on housing accommodations within the city, in order to control and eliminate excessive rental charges on such accommodations.

The Department’s Director acts as staff to the Commission. With respect to the Fair Rent process, the Director is responsible for receiving, investigating and conciliating complaints (settling most landlord–tenant disputes without need to resort to a formal complaint filing) or assisting with the administrative hearing process.

**General Housing Issues and Inquiries** - On a daily basis staff provide written or verbal assistance, substantive advice and appropriate referrals in response to inquiries on virtually all housing related inquiries: landlord - tenant rights;

rental assistance; security deposits (including “return of”), discrimination, homelessness, housing code violations, evictions, subsidized housing, public housing, senior housing, inclusionary zoning, privately sponsored affordable housing, requirements and limitations of HUD, tax credit and state funding programs, and foreclosures .

**Senior Transportation** - The Department oversees the city’s Share the Fare program that provides subsidized rides for Stamford senior citizens and disabled individuals. Under contract, via services provided by Norwalk Transit, Stamford enables reduced fare, door-to-door limited transportation services to seniors. Both programs are currently under review by the Department’s Director in coordination with the Executive Directors of the Stamford Senior Center, Silver Source and the Over 60 Club.

**Public Education** - Department staff: conduct community workshops to promote health care and health care literacy make educational presentations on landlord/tenant rights and housing and zoning code requirements pertaining to home safety.

**Holiday and General Giving** - Each year Department staff coordinate holiday giving initiatives to assist in providing appropriate gifts for the most needy children and senior citizens with whom they have worked during the year. They also hold food drives to support the Food Bank of Lower Fairfield County food bank; collect coats were to support the Backyard Humanitarians distribution efforts, etc.

**Senior Health Program** - The Department received grant funding for a Senior Health Program to provide health education and screening for adults age 60 and over. The Stamford Senior Health Program provides low-income and minority older adults with health assessments, screening, education, counseling and referrals. The program goals are to increase healthy outcomes for seniors through prevention education and access to health care services. From February 2015 – July 2015 the Senior Health Program provided 311 units of services for Health Education and 339 units of Health Screening at over 11 different locations throughout the community including senior residences, health fairs and the Stamford Senior Center.

### Division of Social Services Activities 2015-16

Service	Numbers Served	Comment/Outcome
Insurance Enrollment (Access Health CT, HUSKY A,B,D Insurance, Presumptive Eligibility Medical Vouchers, re-determinations, unpaid medical bills, spend-downs)	<b>1,500</b>	One-on-one assistance to apply for:  Access Health CT-ACA applications-(901 applications)  HUSKY applications-(599 applications)
Eviction Management	<b>172</b>	Coordinate storage, retrieval & auctioning of evictees belongings (On average there are 14 evictions/month)
Fair Rent Inquiries / Proceedings	<b>18</b>	Complaints are received, investigated and resolved or heard
Relocation Assistance	<b>33</b>	Relocation assistance provided to people displaced by code enforcement: (relocation costs, moving fees, emergency housing (mandated by Uniform Relocation Assistance Act), landlord/tenant mediation
Renter's Rebate Program	<b>1282</b>	CT Tax Relief Program for elderly and/or disabled renters



<b>Landlord / Tenant Inquiries</b>	<b>500</b>	<b>Responses and assistance with problems pertaining to landlord tenant relationships, fair housing, affordability, public housing, senior housing, etc.</b>
<b>Senior Transportation</b>		<b>Share-the-Fare program for ½ priced rides, door-to-door transportation for elderly &amp; disabled who need affordable transport to senior nutrition sites, medical appointments, shopping sites.</b>
<b>Holiday Gifts for Children</b>	<b>97</b>	<b>Low income children</b>
<b>Senior Holiday Gift Cards</b>	<b>20</b>	<b>Donated by City Employees</b>
<b>Food Collection</b>	<b>468 lbs. of food</b>	<b>To support the Lower Fairfield County Food Bank</b>

## 7. OFFICE OF OPERATIONS

### a. Highway Department

In 2015 the approval to purchase two "hotboxes" for patching potholes was given. This would prove to be a big improvement over the quality of pothole work. The hotbox keeps asphalt hot all day making for a better product and a much more permanent patch. All patches are now tampered with a machine instead a hand roller which also adds to the quality of the patch. An added bonus of the hotbox was the pliability of the asphalt throughout the day

making it much easier for the workers to handle and lowering injuries that would occur while handling cooling/hardening asphalt.

The leaf pick-up program ran slightly slower than the previous year, 18 days vs. 15 days, mainly due to a lack of manpower. There were full time workers out on injury and/or sick leave and a shortage of seasonal workers which left the program with 6 dump trucks short for the program. Despite the manpower shortage all workers came together and got it done before winter hit.

The winter of 2015/2016 was much lighter than expected with only 9 storms versus the 20 plus storms from the two previous years. Icing was not an issue as in previous years which helped conserve salt allowing us to end the year with fully stocked salt domes. The pothole patches done with the hotboxes seemed to hold up well through the freeze and thaw cycle as expected. Even during the winter months the hotboxes are sent to a plant that makes hot asphalt year round and pothole patching continues between snow storms. The goal for next winter is to implement more brine, salt and water mixture used to pretreat the roads, on snow routes to make the beginning of a storm safer as the department gets mobilized.

<i>Highways – Trends</i>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Days to perform leaf pick up	n/a*	22	15	18
Number of snow events	10	20	21	9
Number of potholes repaired	n/a**	1,518	2,716	3,200

*\*due to Superstorm Sandy, no leaf pick up this year. \*\* data not available.*

## **b. City Facilities and Parks Maintenance**

The mission of the Facilities and Parks Maintenance Division is to provide the highest quality, cost effective preventative maintenance and upgrades to all properties owned by the City of Stamford so they are accessible, operational and safe for all citizens, employees and the visiting public.

The Facilities and Parks Maintenance Division consists of a City staff of 34 full-time employees, including two Operation Foremen and two Landscape

Specialist. Staffing has been reduced due to the vacancies created by retirements and/or transfers. The Facilities and Parks Maintenance Division is responsible for the overall maintenance of 900 acres of general parkland and open space encompassing 58 public parks, 22 athletic fields, 4 beaches, 3 synthetic artificial turf fields, 3 marinas, 80+ City-owned and/or leased facilities including the Stamford Police Department, all firehouses, Kweskin Theatre, Government Center and 137 Henry Street.

<b><i>Facilities &amp; Parks Maintenance – At a Glance</i></b>	
Number of employees	34
Number of acres maintained	900
Number of public parks	58
Number of athletic fields	22
Number of city owned or leased facilities	80

The Facilities and Parks Maintenance Division aggressively seeks the most cost efficient pricing from outside vendors through the City’s RFP and Bidding processes. These purchases include but are not limited to: hardware goods, plumbing supplies, electrical supplies, on-call emergency and non-emergency contractual services, and janitorial goods.

In 2015-2016, the Facilities and Park Maintenance Division continued to take on a proactive role by either performing in-house or assisting outside contractors with actual construction-type projects, resulting in substantial savings to the City.

The Facilities and Parks Maintenance Division also coordinated projects from design to completion, and worked closely with other City Departments, including the Building, Engineering, Police, Fire Land Use and Risk Management Departments.

The Facilities and Parks Maintenance Division, while overall succeeding in its mission, is getting stretched thinner each year trying to support all City of Stamford departments while also providing safe and pleasant environments for residents. Staff shortages, aging of buildings and new

property acquisitions pose a challenge to the Division in the 2016/2017 Fiscal Year.

**Division Requirements** - The Facilities and Parks Maintenance Division was reorganized in 2014-2015. The purpose was to increase oversight of all the various efforts in the Division and to assist supervisors with administrative requirements and needs. These implements proved to be very effective and are continually being refined to be even more proficient and effective.

- A reimbursement program for overtime costs incurred by the Division. The Division now bills outside organizations (as well as other City departments) for services provided by the Division that are outside of their normal responsibilities.
- Improved budgetary tracking has been implemented. The Division has been separated into five various departments and has added new line items in the budget for improved record-keeping and accountability.
- Quarterly budget meetings are held with the main purpose of monitoring actual spending to budget.
- Monthly audits of the various budgets within the Division are performed.
- Playground Rehabilitation Program implementation to bring all City playgrounds to code specifications.

#### **Facilities-Major Initiatives**

- Continuation of upgrading and renovating 137 Henry Street: 1) Construction and move of the Public Health Clinic; 2) rekeyed entire building for safety concerns; 2) completion of the Stamford Academy move; 3) painting of the various staircases; retiled front entrance floor; 4) servicing of all fire extinguishers; 5) repair of outside doors; and 6) repair of security and PA system.
- Continuation of upgrading and renovating Yerwood Center for occupancy by the Boys & Girls Club: 1) Padding of gym walls; 2) replaced plumbing through building; 3) exterminated building; 4) rekeyed entire building; and 5) replaced doors to provide safety.
- Continuation of upgrading and renovating the Government Center: 1) Repaired hallway leading to loading dock; 2) complete cleaning of

parking garage; 3) complete cleaning of staircases; 4) installation of PA system in the Training and Conference Room; 5) various upgrades to Human Resources, Probate Court, Town Clerk's Office and Operations Conference Room; and 6) replaced numerous plumbing valves.

- Replaced seventy (70) City residential mailboxes that were damaged during snow removal and/or leaf pick up.
- Renovation of the WPCA office at 185 Magee Avenue.
- Replaced water heater at Stamford Police Department.
- Coordinated with Engineering Department to move Stamford Police Department Mechanics to Fleet Maintenance.
- Repaired water line breaks at Transfer Stations.
- Fence upgrade along canal of Transfer Station.
- Repair of bricks on the Central Firehouse building.
- Repairs floors and fence at Fire Maintenance Garage and Central Firehouse.
- Repair wall at City Garage.

### **Parks-Major Initiatives**

- Continued installing new flower beds in all City parks.
- Replaced 55 trees throughout the City that were damaged due to storms.
- Completed the following citizen request tree calls:
  - Fallen Trees – 180
  - Trimming – 188
  - Removal – 452
  - Replacement – 23
  - Stump Grinding - 25
- Implemented City-wide stump grinding program.
- Full renovation of Cubetta and Scalzi baseball fields.
- Hosted and maintained fields for the following tournaments:
  - Sharkey Laureno
  - Babe Ruth Girls Softball
  - District Little League
- Commenced the Playground Rehabilitation Program and making repairs to playgrounds to meet code specifications.

- Coordinated several lighting projects in Scalzi Park including Cubetta Stadium, the tennis courts, and the Little League Field.
- Upgrade of the street hockey court.
- Upgrade gates at West Beach and Cummings Park.
- Upgraded fences throughout all City beaches and parks.

### **Marinas-Major Initiatives**

- Replaced main water valves at Czescik Marina.
- Renovated/painted/upgraded Czescik and Cove boathouses.
- Replaced all water lines at Czescik and Cove Marinas.
- Replaced old dock boards to make docks more stable and staff at Cove and Czesick Marinas.
- Upgraded lock system at Cove Marina gates.
- Installed two (2) finger slips at Cove Marina
- Replaced all plumbing fixtures at Cove bathhouse.

### **Division Wide-Major Initiatives**

- Coordinated efforts of corporate volunteer groups throughout Stamford on the following projects:
  - Shippan Association
  - Cove Island Park – several events of new plantings and cleanup
  - Stamford Yacht Tennis Association
  - Riverwalk Volunteers

### **2016-20176 Goals**

Initiatives and goals for the Facilities and Parks Maintenance Division have set for the following for the upcoming fiscal year:

- Improve budgetary spending and tracking efficiency.
- Upgrade the ceiling of the library at 137 Henry Street.
- Repave the parking lot at 137 Henry Street.
- Continuation renovation/upgrades at the Government Center: 1) Mayor's suite hallway; 2) all bathrooms and common areas; 3) carpeting throughout complex; and 4) loading dock area.
- Replace cooling towers at the Stamford Government Center.
- Monitoring fleet condition/usage to cut down on downtime as well as costly repairs.

- Implementation of approved capital projects for building renovations and repairs for all City properties.
- Continue Playground Rehabilitation Program with repairs and newly construction of Chestnut Hill Playground area as per code.
- Upgrading of picnic tables, grills and bleachers through City parks.
- New driveway at Dorothy Heroy Complex.
- New roofs at Belltown Park Pavilion, Cove Island East Beach Pavilion and Vehicle Maintenance.
- Renovation of Springdale and Kosciusko Little League fields.
- Install Cubetta Stadium Lights and Scoreboard Upgrade.
- Beach Resiliency Plan projects.
- Install HVAC at the Animal Control Center.
- Continued upgrading of 185 Magee Avenue building.
- Upgrading of large overhead doors and painting outside of 426 Shippan Avenue building.
- Completion of all decking of docks to make more stable and safe.
- Supply electricity to docks.
- Fix erosion problems along bulkhead on boathouse side of Cove.
- Purchase new City boat for patrolling harbor for repairs and maintenance.
- Upgrade compressor at Cove for the bubble system.
- Repair existing storm drains and entrance to Czescik Marina.
- New signage at Czescik Marina.

### **c. Recreation Services**

The Recreation Services Division provides leadership and coordination of services to numerous youth and adult sports leagues such as tennis, baseball, basketball, soccer, football and softball, and new sports such as Corn Hole and Kickball leagues for adults, as well as conducts programs in music, swimming, youth sports, camps and special interest activities. Recreation Services manages and schedules all City Park athletic fields for community based youth/adult sports leagues and tournaments issuing 25,230 field permits annually collecting over \$20K in revenue from independent Adult sport leagues. Recreation Services leads the City team that organizes the annual Fireworks display. The Maccabi Games were hosted by the City in 2016

**Aquatics** - The Learn to Swim program continued in popularity with 364 participants. In the summer we offered a third session of swim lessons and also held a week of free swim lessons to the public in coordination with a Water Safety Grant. Adult Swim Lessons Level I and II were offered as well. In addition to lessons, free public swims are offered at West Hill High School in the fall, winter, and spring. Lifeguard Certification Classes are held in the winter and spring along with a Junior Lifeguard program. The Aquatics team also supervised the four Stamford public beaches, Dorothy Heroy Pool, and the Westhill HS Pool for summer camp participants. In total 45 Aquatics personnel contribute to the safety and instruction of aquatics participants and public swimming. As in year's past Recreation Services provided Lifeguards to cover the swim portion of the annual Kic It Triathalon and water safety for the City's annual Fireworks display. Aquatics programs collected \$54,230 in annual revenue.

<i><b>Aquatics - At a Glance</b></i>	
Learn to Swim Program participants	364
Lifeguard Certification participants	27

**Adult Leagues** - We also offer annual Adult Sports Leagues with 198 ASA registered softball teams. Stamford still remains the largest softball league in New England. We offer various Men's Leagues, Coed Leagues, Industrial Leagues, and Women's Leagues. Our fall softball league is one of the few fall softball leagues offered in the area. We also hosted a number of National Tournaments throughout the spring/summer.

Our May Labor Fall and Winter Volleyball Leagues host sixty (60) teams annually. Our Men's indoor soccer league had nine (9) teams participate.

Our Spring/Summer/Fall Coed Beach Volleyball Leagues were a success as well with (seventy-four) 74 teams participating and (thirty eight) 38 teams participate in our Kickball Leagues. Lastly there were (twenty five) 25 teams registered for Men's Flag Football.

Recreation Administered Adult leagues collected \$196,550 in annual revenue.

<i><b>Rec Administered Adult Leagues - At a Glance</b></i>	
Registered softball teams	234
Registered Volleyball teams	60



Registered Coed Beach Volleyball teams	74
Registered Kickball teams	38
Registered Flag Football teams	25
Registered Corn Hole teams	20
Summer Intern Kickball Participants	80

**Youth Programming** - The summer camp program held one (1) playground program site at Barrett Park , two (2) Activity camps at Stillmeadow and Newfield Schools, and three (3) Day Camps at Davenport, Westover Schools, Heroy Park, and a Pre-School Camp at Roxbury School. Continued activities at all sites varied and included sports, games, crafts, swimming, color wars, camp Olympics, themes, fishing, camp shows weekly in town and out of town field trips, inter camp play days, and family picnics at each site. Also scheduled were music programs, health programs, and various entertainment events such as musicians, comedians and even a traveling zoo. Summer camps employ 150 local youth and supervise 1200 children. Summer camps collected \$529,000 in revenue.

We also had twenty five (25) special needs children in our summer programs with one on one Para Educators allowing them the ability to participate in all of the camp activities on a daily basis. In all, 3,794 children participated in our wide variety of summer camps offered this summer.

Special programs included the very popular Birthday Parties, a Halloween Trunk or Treat Event , the 17<sup>th</sup> Annual Hay Ride with Santa at Cove Island Park and an Ice Cream Social with the Easter Bunny. Pre-school and after school programs for children ages 6 months to 16 years old as well many contracted vendor enrichment programs remain very popular. We also held bus trips for adults, ski trips for teens (14<sup>th</sup> year) and our largest Junior Counselor Training class since the program began at eighteen (18) students.

Another popular program is our expanded after school lessons in piano, guitar, voice and violin with 6 violin classes, 3 keyboard classes, 3 piano classes, 2 guitar classes and 2 voice lesson classes. We also expanded our dance, ballet and fitness programs for children ages 2 – 14; increased the number of children's technology programs in the science and computer areas and expanded the various arts programs that we offer. We had an increase in

special education children participating in our after school programs with one-on-one Para Educators.

We continue to work with contacted vendors to offer as many programs as possible that are in demand from families and residents. We also offered more bus trips for families to places such as Boston, Philadelphia, New York as well as Casino trips for residents ages 21 and older.

Youth programs collected \$200,000 in annual revenue.

<b>Youth Programming - At a Glance</b>	
Summer Playground Camp	1
Activity Camps	2
Day Camps	3
Special Needs Children participating	25

<b>Recreation – Trends</b>				
	2012-13	2013-14	2014-15	2015-16
Learn to Swim program participants	357	342	177*	364
Children participating in summer camps	3,456	3,475	3,545	3,794

*\*Number reflects reduced programming due to pool construction at WHS.*

#### **d. Land Use Bureau**

The traditional functions of planning, zoning and environmental protection have been augmented by additional responsibilities in the areas of transportation planning, parks planning, sustainability planning, aquifer protection and capital projects administration. Administrative responsibilities of the Land Use Bureau include the Planning Board, Zoning Board, Zoning Board of Appeals, the Environmental Protection Board and the recently created Historical Preservation Advisory Board.

Significant milestones relative to the Mill River Greenbelt/River Restoration project were accomplished. Phase One of the Mill River Park is complete, extending from Main Street to Broad Street and construction has commenced on the Carousel. Easements and permits are being secured to extend Mill River Park south to Richmond Hill Avenue. A master plan study for Boccuzzi

Park has been initiated and work continues on final design plans for Veteran's Park.

Transit oriented development planning continued in Springdale and Glenbrook with the Planning Board amending the Master Plan Map to facilitate extensions of Village Commercial zoning and with the preparation of a traffic study to examine the impacts of V-C rezoning. Rezoning was put on hold to address residents' concerns and to implement solutions to existing traffic congestion. Transportation Planner staffing has been resolved through the creation of a new Transportation, Traffic and Parking Bureau. Geographic Information Services support to the land use boards and other City departments continues to be curtailed due to the loss of the GIS Technician position.

The Zoning Board finally concluded its review of eight related applications to facilitate the development of boat maintenance and storage and related services at the Davenport/Stamford Landing site and at 205 Magee Avenue. This effort began in 2012 and recently involved a series of 16 public hearings and 5 additional meetings to complete.

**Park Planning** - After the completion of a master plan for Cummings, West Beach & Cummings Marina in June 2014, work began on phase one construction drawings for the Cummings beach front. They will be finalized in before the end of 2016. An RFP for a master plan for Boccuzzi Park was issued in March 2016, and the design work is under way.

In partnership with the Boys and Girls Club, final design work for Lione Park was initiated in January 2016 to prepare construction drawings and bid documents for phased renovations including soil remediation, drainage and park improvements. Final design will be complete by the end of September 2016.

Throughout the year, Land Use Bureau staff worked closely with and advised an ad hoc committee, managed by the Downtown Special Services District, on final design of park improvements to Veteran's Park and a reconfiguration of the Atlantic St. intersection, which should both be finalized fall 2016.

Working with Trout Unlimited, riverbank restoration projects continued in Mianus River Park with the installation of the first of three Christmas tree

revetments with hardened accesses and native plantings in September 2015. In addition, design is nearly complete on a renovated entrance and a fishing platform with handicap access in Mianus River Park that will complement the new bridge installation.

Engineering and Land Use Bureau staff continue to work on dredging designs and permits for the Cummings & Cove marinas. To date, draft dredging plans have been completed for both. Land Use submitted an application to the Army Corps of Engineers for funding for sediment sampling and dredging of the federal channel portion in Cummings in March 2016. No determination has been received yet.

In anticipation of the completion of an 18-acre capping project in Scofieldtown Park, Engineering and Land Use issued a 3-year maintenance contract for the landscaping in March 2016. Land Use will manage the contract with Parks staff.

Staff continues to cooperate with the Friends of Mianus River Park, the Scalzi Riverwalk Nature Preserve, the Cove Island Wildlife Sanctuary, and the nascent Friends of Sleepy Hollow Park.

### **e. Zoning Enforcement**

A significant amount of staff time is spent on zoning enforcement and the review of building permits to ensure zoning compliance. The Zoning Enforcement staff is responsible for the interpretation and enforcement of Zoning Regulations. Zoning approvals are issued for construction projects and changes of use; certificates of zoning compliance are issued once a project is completed. In addition, zoning violations and complaints are investigated and appropriate follow-up action is taken. The Zoning Enforcement staff also provides support services to the Zoning Board of Appeals. There were 17,539 information requests answered; 1,596 zoning permits issued and 349 zoning complaints resolved in FY2015/16.

<i><b>Zoning Enforcement – Trends</b></i>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Information Requests	15,243	17,185	16,053	17,539
Permits Issued	1,732	1,541	1,459	1,596
Complaints Resolved	210	177	336	349

## **Engineering Bureau**

The Engineering Bureau administers capital improvement projects including storm and sanitary sewers, school construction, roadways, bridges, parks, City building facilities, marinas, street lights, energy performance and mechanical systems. Additionally the Bureau performs administrative functions, such as participating in legal depositions, and performs plan reviews upon referral from City boards.

In FY 2015-16, the Engineering Bureau:

- Issued 635 street opening permits, generating \$155,000 in revenue.
- Issued 198 street use permits, generating \$19,800 in revenue.
- Issued 27 new house numbers.
- Investigated and responded to 1,507 customer walk-in inquiries.
- Investigated and responded to 152 Citizens Service Center (CSC) engineering requests
- Reviewed 322 site plans for other agencies, i.e. Environmental Protection Board, Zoning Board and Zoning Board of Appeals and performed 134 as-built construction inspections.

The Bureau routinely works in the coordination of public utilities in the City right-of-way by reviewing plans, issuing permits and overseeing repairs. As a result of the demand for natural gas there have been significant gas main improvement projects across the City. The Bureau also responds to emergency work requested by other departments, outside agencies, public utilities, Board of Education, and the general public.

### **Energy and Lighting Management**

- The Government Center garage lights were replaced in April of 2016 with a special incentive from Eversource. 177 light fixtures were upgraded to LED fixtures with daylight sensing and dimming capability. The project cost was \$99,456 with an incentive from Eversource of \$68,155 for a net cost to the city of \$31,301. The annual energy savings are estimated at 146,854kWh or \$23,497/year.
- The Bell Street garage lights were replaced in May of 2016 with a special incentive from Eversource. 395 light fixtures were upgraded to LED fixtures with dimming capability. The project cost was \$195,525

with an incentive from Eversource of \$99,680 for a net cost to the city of \$95,845. The annual energy savings are estimated at 159,861kWh or \$22,381/year.

A Municipal Action Plan was completed in December of 2015 with the help of Eversource through the Clean Energy Communities Program and their consultant ICF International. Baseline utility data for 2011-2014 was entered into the Energy Star Portfolio Manager program for 19 city facilities as well as 20 school facilities with the assistance of Eversource interns.

During the spring of 2016, Engineering Bureau assisted with the foundations and the electric and phone conduits for seven blue light emergency towers at Lione Park, Carwin Park, Mill River Park, Veterans Park, Cove Island Park, Cummings Park, and Scalzi Park.

Streetscape lighting was completed in March of 2016 within the Lione Park parking lot as well as on Merrill Avenue and Stillwater Avenue. A total of 19 lights were installed through a grant received from the State of Connecticut Department of Energy and Environmental Protection which was obtained by West Side city representatives.

Streetscape lighting improvements included continued development within the South End Harbor Point area, including 37 new lights from Dyke Lane into the entrance of Kosciuszko Park. Additionally, 18 new lights for the Urban Transitway Phase 2 on the south side of E. Main Street between N. State St. and Lockwood Ave. have been completed with another 16 lights on the north side of E. Main St. still under construction.

Streetscape designs were approved for 900 Washington Blvd., Element One apartments at 111 Morgan St. and Bedford Hall apartments at 545 Bedford St.

A total of 1,007 roadway light repairs requested through the Citizens Service Center were completed by Shock Electric, consisting of 545 standard repairs, 453 light fixture replacements, and 9 bracket replacements.

### **Bridge Rehabilitation/Replacement Projects**

- The West Main Street Bridge will be replaced with a pedestrian bridge capable of carrying an ambulance. The proposed bridge will utilize the existing historically significant trusses which are to be refurbished. City is currently awaiting approval of Design Scope of work from CT Dept. of Transportation.

- Preliminary Engineering is nearing completion for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River and the Cedar Heights Road Bridge over the Rippowam River. The Bureau received funding approval for both bridges at 80% through ConnDOT's Federal Local Bridge Program. The City, which will fund the remaining 20% for these projects, intends to expand the scope of work for the Riverbank Road Bridge to include evaluation of frequent flooding north of the bridge.
- Preliminary Engineering is nearing completion for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River and the Hunting Ridge Road over the East Branch of Mianus River. These bridges will be approximately 45% funded through ConnDOT's Local Bridge Program and approximately 55% funded by the City.
- Replacement of the Merriebrook Lane Bridge over the Mianus River is nearing completion. Existing bridge was demolished and new bridge constructed and opened to traffic in less than two months.

### **Construction of New Police Headquarters**

The existing Stamford Police Department at 805 Bedford Street has outgrown its facility. The City has elected to construct a new facility south of the existing facility. The parcels, two of which are 671 Bedford Street and 713 Bedford Street, were purchased by the City and a portion of 805 Bedford Street has been consolidated into one parcel now known as 725 Bedford Street. The new facility will be a 95,000sf four (4) story structure (basement and three stories above ground) with a 89,000sf parking garage.

- During FY15/16, the office building at 671 Bedford Street was purchased and vacated. Engineering awarded Bid S-6508 for building remediation and demolition / removal of the building in January, 2016 to AMEC Carting LLC and the building was demolished in Spring 2016.
- Hoyt Barnum House at 713 Bedford Street will be relocated to 1508 High Ridge Road property owned by the Historical Society and be restored. RFP 681 was advertised and Christopher Williams Architects was hired to prepare the Historic Structures Report and construction documents to relocate and renovate the Hoyt Barnum House. With the Historic Structures Report, the City obtained approval from HPAC, SHPO and NPS to keep the Hoyt-Barnum House on the National Register of Historic Places while the house is moved.



- Re-Bid S-6543A for the Relocation and Restoration of the Hoyt-Barnum House was conditionally awarded to Davis Building Movers for \$1,475,000.00. The City anticipates the house will be moved before October 31st, 2016.
- Re-Bid S-6541A for the Demolition of the Police Vehicle Maintenance Building was awarded to A. Vitti Excavators, LLC for \$245,000.00. Once the Police Substation has been completed on Haig Avenue, the departments currently housed in this building will be moved and the building can be abated and demolished.
- Summary Bid S-6531 for the Police Substation at 110 Haig Avenue was awarded to Sal Sabia Electrical Contractors for \$272,000.00. Buildings 2 and 3 of Town Yard are being fitted up to house SRT, Bomb Squad and CARS which are currently all housed in the existing Police Vehicle Maintenance Building at 805 Bedford Street.
- Police Vehicle Maintenance will temporarily occupy 4 bays at 100 Magee Avenue, City Vehicle Maintenance until the new Police Headquarters is completed.
- Bid S-6555 for the construction of the New Police Headquarters is currently being advertised. Bids are due October 4th. A mandatory walk-through was conducted on September 7th and at least 13 different general contractors attended.
- RFP 702 for the Commissioning of the New Police Headquarters was awarded to BVH Integrated Services for \$185,800.00. This was awarded in two phases, Phase I, Commissioning Plan, Design Documents Evaluation and Commissioning Specifications. Phase II, Shop Drawing review, Construction Inspection and Final Commissioning.
- RFP 706 for the Special Inspections and Materials Testing for the New Police Headquarters was advertised on 9/13/16 and proposals are due on 10/13/16.

### **City Owned Facilities Renovation Projects**

- The replacement of the chicken coop and a restroom upgrade at Heckscher Farm, Stamford Museum Nature Center is being designed.
- Completed Exterior wall and window replacement for the Yerwood Center. Terry Conner's Rink doors, frames, and hardware replacement to be completed in July 2016.



- RFP prepared for professional engineering services to repairs the transfer station tipping floor.
- Completed HVAC upgrade to the elevator machine room at the Stamford Government Center.
- Completed bunkroom renovations at the Belltown Fire Department.
- Completed Bell Street Garage structural repairs.
- Awarded bid and completed replacement of expansion joints at Bedford Street Garage.
- RFP prepared for professional design services for lighting and power upgrade design for Bell Street Garage.
- Awarded bid for Roof Replacement at Childcare Learning Center, 64 Palmers Hill Road.
- Awarded bid for Roof Replacement at Barrett Park Pavilion, 21 Burdick Street.
- Awarded bid for roof replacement at Center Patio Flashing.
- Awarded bid and completed construction for mansard roof replacement at Terry Conners Ice Rink.
- Awarded bid and completed restroom room renovations at Long Ridge Fire Company Station # 1, 366 Old Long Ridge Road.
- RFP prepared for professional design services, boiler plant upgrade design for Scofield Manor residential care facility.
- RFP prepared and awarded for architectural / engineering professional services for new Farmhouse and Infrastructure Improvements at Stamford Museum and Nature Center.

### **Citywide Drainage Improvement and Catch Basin Installation**

- Repaired or replaced about 84 manholes/catch basins citywide from 7/1/2015 – 12/31/2015. As of January 2016, Highway Department took over the manhole and catch basin restoration program.
- Completed Oakdale Road drainage improvements project.
- Skymeadow Drive drainage and roadway improvements – Phase 1 (from 158 Skymeadow Drive east to Mary Joy Lane) bid was advertised. EPB permit was obtained. Project was completed in Summer 2016. 1,762 linear feet of new storm sewer line was newly installed.
- Completed design for Skymeadow Drive drainage and roadway improvements – Phase 2 (from 158 Skymeadow Drive west to

Scofieldtown Road and Scofieldtown Road from Skymeadow Drive south to Hannahs Road). Bid was advertised in summer 2016. Project anticipated to be completed by Fall 2017.

- Finalizing design for drainage improvements at Holcomb Avenue.

### **Dredging**

- Preliminary design completed on Cove Island Marina and Cummings Marina dredging. Project in permitting phase.

### **City Park Projects**

- Applied and received CT Department of Economic Development grants in the amount of \$362,000 to remediate a former gas station and dry cleaning site at 1056 Washington Boulevard to enable the completion of the Mill River Park and Greenway.
- Awarded bid and commenced construction for the Mill River Carousel Pavillion. Anticipated to be complete by November 2016. Cohen Ice Skating and Whittingham Discovery Center is under design.
- Prepare bid documents for Mill River Middle Corridor project.
- Completed new salt shed and Scofieldtown Landfill Capping by August 2016.
- Advertised and awarded bid for Scofield Yard and Park Landscape Maintenance.
- Completed installation of playground safety surface at McKeithen Park.
- Working with Boys & Girls Club regarding park improvements in Lione Park.

### **Waterfront / Seawall Reconstruction**

- Preliminary Design completed for stabilization of Springdale Brook channel wall.
- Construction completed for Kosciuszko Park shoreline remediation and revetment.
- Repair of Holly Pond Seawall: Project has been on hold due to the discovery that portions of seawall is on private property.

### **Stamford Urban Transitway-Phase I**

The roadway related construction of the entire facility is completed. The Intelligent Transportation System's elements implementation is in the final 30 day System Acceptance Test phase. Parking Availability Signs should be installed by November to complete the project. ITS elements include Next Bus Arrival system, Automatic Vehicle Locators, Information display for traveling public at Train Station area and bus terminus at Train Station, and Parking Availability signs.

### **Stamford Urban Transitway-Phase II**

The project was awarded in June 2013. The Contractor has begun with the abatement and demolition of buildings required for the roadway widening. Roadway widening and reconstruction on East Main Street is in progress. The Contractor discovered some unsuitable material for mast arm foundations. The City has submitted a redesign and is working with DOT for approval of the mast arm foundations along East Main Street (US Route 1). After the mast arms are installed, the Contractor can finish the flatwork and pave East Main Street. Roadway widening and reconstruction of the east side of Myrtle Avenue is ongoing. Sanitary sewer work should be completed by end of December, 2016. Weather permitting, the Contractor may work through the winter to install drainage and complete all the underground utility work – main and service laterals. The Contractors schedule shows installation of the curb and sidewalk along Myrtle Avenue and completion of the retaining wall at the MNRR intersection of Myrtle Avenue and East Main Street in the 2017 construction season.

### **Board of Education Capital Projects**

In addition to the above projects, engineering staff is assigned to Board of Education capital project design and construction administration.

Major projects **completed / substantially completed** during FY 2015-16:

- Light renovation at new Roger Interdistrict Magnet Extension, 200 Strawberry Hill Avenue to accommodate grades K-2 before FY16/17 school year.

- Supply, assemble and install furniture at new school, 200 Strawberry Hill Avenue.
- Toilet room renovations at Stillmeadow Elementary School.
- Unit ventilator equipment upgrade at LEAP Center at Domus, 83 Lockwood Avenue.
- Exterior door replacement at KT Murphy Elementary School.
- Parking lot reconstruction at Stark, Springdale, Davenport, Northeast, Stamford High, Westover and Newfield.
- Classroom wall construction at Springdale Elementary School.
- Turn of River Middle School additional upgrades, code and life safety improvements.
- Stamford High School addition and modernization for parapet walls and brick façade.
- Stillmeadow Elementary School interior door hardware replacement, new generator and emergency light/exiting installation. Northeast Elementary School renovation included window and exterior door replacement, interior door hardware replacement, bathroom renovations, sinks in classrooms and auditorium A/C installation.
- Toquam Magnet Elementary School entry sidewalk and parking lot replacement.
- Dolan Middle School window and brick restoration.
- Westhill High School exterior doors and frames replacement.

Other major **ongoing** BOE construction / renovation projects administrated by the Engineering Bureau include:

- New Interdistrict Elementary Magnet School Extension to Rogers IB Program at 200 Strawberry Hill Avenue (135,000 sf of construction).
- KT Murphy Elementary School exterior doors and frames removal and replacement.
- Brick Restoration at Stamford High School.
- Dolan Middle School elevator replacement.
- Boiler plant upgrade for Toquam Elementary School.

<b>Engineering – Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
- Street opening permits	719	662	635
- Street use permits	173	122	198
- new house numbers issued	23	17	27
- Responses to walk-in inquiries	1,759	1,564	1,507
- as built construction inspections	132	131	134
- roadway light repairs	1,130	1,291	1,007
- Manholes/catch basins repaired/replaced	126	126	84 (Jul – Dec)

## **f. Traffic Engineering**

The Engineering Bureau administers capital improvement projects including storm and sanitary sewers, school construction, roadways, bridges, parks, City building facilities, marinas, street lights, energy performance and mechanical systems. Additionally the Bureau performs administrative functions, such as participating in legal depositions, and performs plan reviews upon referral from City boards.

In FY 2015-16, the Engineering Bureau:

- Issued 635 street opening permits, generating \$155,000 in revenue.
- Issued 198 street use permits, generating \$19,800 in revenue.
- Issued 27 new house numbers.
- Investigated and responded to 1,507 customer walk-in inquiries.
- Investigated and responded to 152 Citizens Service Center (CSC) engineering requests
- Reviewed 322 site plans for other agencies, i.e. Environmental Protection Board, Zoning Board and Zoning Board of Appeals and performed 134 as-built construction inspections.

The Bureau routinely works in the coordination of public utilities in the City right-of-way by reviewing plans, issuing permits and overseeing repairs. As a result of the demand for natural gas there have been significant gas main

improvement projects across the City. The Bureau also responds to emergency work requested by other departments, outside agencies, public utilities, Board of Education, and the general public.

### **g. Transportation Bureau FY 2015/2016 Annual Report**

During fiscal year 2015/2016, the Transportation Bureau delivered engineering and operations service to the community in many key areas including traffic engineering, transportation planning, traffic operations, parking management, and parking enforcement. This was the first year in which the unified Bureau was under common leadership and staff quickly found opportunities for improved collaboration under the new department structure as reflected in the increased productivity highlighted below.

Overall, the Bureau received and responded to over 1500 service requests from the community in many areas. These service requests entailed traffic concerns, signs/markings requests, signals requests, parking and enforcement request. The bureau placed an emphasis on customer service and received numerous compliments from the public regarding services provided this year.

**Traffic Engineering** - Traffic Engineering Division continued with addressing community concerns on traffic safety and efficiency, review of development projects to mitigate current and future traffic problems; management of major transportation improvement projects; and continued pursuit of grant funds from state and federal agencies for enhancement projects.

Staff continued management of existing projects under Local Transportation Capital Improvements Program (LOTICIP), Surface Transportation Program (STP); TIGER III; and CMAQ; while pursuing additional projects. Existing projects included:

- Fiber Optic Trunk Cable Replacement Project (LOTICIP)
- Oaklawn Avenue between Halpin Avenue and Stanwick Place (STP)
- CTDOT Stamford Train Station (TIGER III)
- North State Street Pedestrian Safety and Access to Train Station (TIGER III)
- Atlantic Street at Henry Street intersection improvements

A major milestone for the City in FY 15/16 entailed award a CMAQ project for \$3 million for traffic signal Reconstruction and optimization. Staff began the process of selecting a consultant to undertake a major optimization of traffic synchronization on City's arterial system.

Staff submitted a wish list of 16 transportation improvement projects to WCOG for LOTCIP funding. Application for the top 2 priorities were submitted and are under review which include the following:

- Intersection improvement at W Main St at West Avenue
- Round-about for intersection of Greenwich and Pulaski

Funding Sources for the following projects for design & construction are being explored:

- South End Street Improvements
- Atlantic Street Corridor Improvements
- Implementation of High Ridge Road & Long Ridge Road Corridor study Recommendations
- East Main Street between Lockwood Avenue and Courtland Avenue Roadway Improvements
- East Main Street between North State Street and Glenbrook Road Roadway Improvements
- Main Street @ Atlantic Street Intersection Improvements
- West Main Street @ High Street/ /Richmond Hill Avenue Intersection Improvements
- Largo Drive @ Hope Street Railroad Crossing & Commuter Parking
- Strawberry Hill Avenue @ Rock Spring Road/Strawberry Hill Court Intersection Improvements
- West Avenue @ West Main Street Intersection Improvements
- Broad Street @ Summer Street Intersection Improvements
- Broad Street @ Atlantic Street- Intersection Improvements
- Glenbrook Neighborhood Transit Oriented Development Study Elements
- Springdale Neighborhood Transit Oriented Development Study Elements
- Third Street @ Morgan Street- Intersection Improvements

The State Department of Transportation began Phase I construction of Metro-North Bridge over Atlantic Street Replacement project which entails relocation

of utilities and construction of Atlantic Street ramp fly-over. Phase II of the project which includes replacement of the MNR Bridge and Atlantic Street railroad underpass improvements are in final design. This project includes lowering of Atlantic Street and geometric improvements to Atlantic Street between S State and N State Streets.

Traffic Engineering Division also initiated several traffic calming investigations, based on requests from the citizens; which included the following locations:

- 5<sup>th</sup> Street, from Strawberry Hill Ave to Bedford St
- W North St., St George Ave, and Rachelle Ave; in Hubbard Heights
- Seaton Rd, from Trumbull Gate to E Main St
- Intersection of Glenbrook Rd at Hamilton Ave
- Intersection of Smith Street and Stillwater Road
- Turner Road from Pepper Ridge Road to Dann Drive
- Webb Avenue from Matthews Street to Seaside Avenue
- Intersection of Seaside Avenue and Cove Road

**Transportation Planning** - In FY 2015/2016, staff began undertaking major short term and long range transportation planning initiatives. These initiatives included:

- Citywide Bicycle and Pedestrian Plan
  - Selected consultant with WestCOG to develop citywide bicycle and pedestrian plan
  - Kicked off community and technical advisory committees
- Bus & Shuttle Study
  - WestCOG & CTDOT are leading study on bus & shuttle operations at Stamford Transportation Center
  - Transportation Planning is assisting with local coordination including development of shuttle steering committee
- Car Share Pilot
  - Transportation planning has been engaging ZipCar to expand service in Stamford
  - A pilot is planned with on-street spaces reserved for car share
- Stamford Street Smart Initiatives –
  - enhancing pedestrian infrastructure at signalized intersections



- LOOK advertising campaign to encourage good pedestrian behavior
- Speeding enforcement campaign coordinated with PD
- Presence at community events to educate public on Street Safety
- Safe Route to Schools –
  - Conducted evaluations for enhancing sidewalks and safety-related improvements to provide safe access to schools at Springdale School and DOMUS School

In addition, in cooperation with Land Use Planning Department, staff evaluated key transportation studies to identify short term and long range elements for implementation. These studies included:

- West Side Transportation Study
- High Ridge Rd/Long Ridge Rd Transportation Study

Staff has identified short term projects from these studies for implementation:

- Intersection improvements at Stillwater Rd and Smith St
- Bicycle lanes on High Ridge Rd, from Halpin Ave to Dunn Ave

**Parking Enforcement** - The Parking Enforcement Division exceeded prior fiscal year's goals in coverage and revenue by a significant margin. The Division concluded FY 2015/2016 with 71,542 tickets with value of over \$2.4 million. Statistics also included:

- 232 scofflaws enforced
- 115 snow emergency route ticketed
- 35 snow emergency tows
- 115 citizen service responses

The Division increased coverage in parks and beaches from May 1 to September 30<sup>th</sup>. Staff also integrated Parkmobile in their handheld devices for increased efficiency. They also began the process of acquiring license plate readers to maximize enforcement.

In addition to parking enforcement related duties, the officers assisted other Stamford units with work requiring road closures and traffic control, such as leaf pickup, installation and maintenance of traffic signal equipment and sewer cleaning.

**Traffic Operations** - Traffic Operations Division, which includes Traffic Signal Unit, Signs/Marking Unit, and Parking Meter Maintenance Unit; achieved and surpassed the established milestones.

1. Traffic Signal Maintenance

- Routine maintenance of 207 signalized intersections.
- Responded to 1008 service calls during business hours and 65 after business hours.
- Signal equipment damaged by motor vehicle crashes at 14 locations
- LED Lamp Replacement at 71 locations.
- Conflict Monitor Reset at 95 Locations
- Signal Head replacement at 17 locations.
- Scheduled New Controller Replacements at 7 intersections.
- NO TURN ON RED Illuminated Sign Installation at 69 Locations
- Installed School Zone signs/flashers at 11 locations
- Fixed-mounted signal heads at 8 locations

2. Traffic Signs & Markings

- Responded to 450 service calls
- Fabricated 1024 traffic control signs & 26 street name signs
- Fabricated 1116 decals & 1632 permits
- Installed & repaired 1777 traffic control signs & 261 street name signs
- Trimmed brush and foliage at 37 locations
- Participated in 35 special events
- Staff installed 62.8 miles of traffic paint including edge lines, stop bars, cross walks, lane lines, skip lines, arrows, parking stalls, and symbols
- Installed over 30 miles of long line striping and over 800 sharrows by contract

### 3. Meter Maintenance

- Repaired 1998 meters
- Conducted 8,880 routine meter collection
- Conducted 684 routine collection at multi-space pay stations

#### i. Building Inspection

The function of the Building Department is to inspect and enforce the Connecticut International Building Codes, which include the demolition code, International Building Code, International Residential Code and any International Mechanical Codes.

During FY 2015 - 2016, the Building Inspections Department issued 5497 permits for construction valued at \$411,242,146.53 and fees collected were \$5,928,404.79.

The approximate total inspections done for this period were 17,274.

- Stamford Hospital Fit Outs continue on buildings 1 & 29 Hospital Plaza
- 545 Bedford Street with 82 residential units
- Morgan Lofts on 111 Morgan Street with 175 residential units
- Summer House on 184 Summer Street - added superstructure with 224 residential units
- 112 Southfield 109 Residential units with associated parking and amenities
- 100 Commons Park North – C-8 Foundation/Parking structure for 391 Residential units
- 355 Atlantic 325 Unit residential with 5 levels parking and Retail Space
- Metro Green Lot A Atlantic Street 131 Residential units with amenities
- 1011 Washington Boulevard –Park Square West PH4 209 Residential units with amenities
- Lot A Washington Boulevard 122 Unit residential with 3 levels parking and Mercantile/Restaurant Space

In addition to inspections, the Building Department investigated and completed 100 citizen's complaints.

<b><i>Building Inspections - Trends</i></b>					
	<b>Total Permits</b>	<b>Estimated Cost</b>	<b>Fees</b>	<b># of Inspections</b>	<b>Complaints</b>
FY 2009 - 2010	5276	\$192,739,727	\$4,450,000	22,265	203

FY 2010 – 2011	5273	280,818,785	5,000,000	12,898	148
FY 2011 – 2012	5865	350,000,000	5,400,000	16,466	142
FY 2012 – 2013	5251	463,195,002	6,900,611	19,563	143
FY 2013 – 2014	5636	398,892,328	6,200,000	20,000	85
FY 2014 – 2015	6020	373,136,430	8,330,318	21,134	128
FY2015 -- 2016	5497	411,242,146	5,928,404	17,274	100

### **j. Signs & Lines Department**

The Signs & Lines Department will be reorganized under the Director of Transportation, Traffic & Parking. This change should help the department refocus on maintenance of the City's many signs while improving them to better keep up with the City's development.

### **k. Fleet Maintenance**

Fleet Maintenance is currently staffed by 5 full time heavy duty mechanics, 1 small equipment repair mechanic, 1 body man and painter, 1 parts manager and 1 fleet maintenance manager.

The Fleet Maintenance team works with all departments to provide the best possible service for the citizens of the City of Stamford. The success of Fleet Maintenance is a direct result of the collective effort made by all departments that we service.

#### **The Fleet Maintenance division is comprised of four departments:**

- 1) Vehicle and Heavy Duty Equipment repair and maintenance
- 2) Small Equipment repair and maintenance
- 3) Complete Auto/Truck and Equipment body work and paint shop
- 4) Police Dept. vehicles and small vehicles

#### **Fleet Maintenance is responsible for:**

- Maintenance and repairs on approximately 900 vehicles and equipment distributed throughout the City of Stamford. This includes Refuse

Collection, Recycling, Transfer Station, Composting sites, Highway and Road Maintenance, Traffic Maintenance Department, Parks Department, Traffic and Signal, Recreation, Parks Police, Traffic Enforcement, Engineering, Health Department and the Department of Administration.

- Plating and registrations for most departments.
- Fuel purchases for the City of Stamford's Magee Ave. and Haig Ave. facilities. It is also responsible for all inter-department billing for fuel consumption.
- The new fuel island has been certified and as of 9/2/2014 is operational.
- Developing all specifications and warranties for vehicles and equipment purchased by the City of Stamford.
- The sale, liquidation and disposal of all City of Stamford surplus, old, antiquated, damaged and or unused vehicles and equipment. The list of items also includes phones, radios, office equipment, furniture, fixtures, office supplies, tools, tires and anything else the City of Stamford deems as unusable or surplus.
- The sale or liquidation of all "abandoned cars," identified by the Police Department.
- **This fiscal year Fleet Maintenance took on the responsibility to oversee, manage, repair, maintain, purchase and dispose all Police department vehicles.**
- **Fleet Maintenance has also developed a new "Car Share Program", a Central Pool Fleet of vehicles for all City departments.**

## **n. Recycling & Sanitation Department**

The continued overall superb management of the Recycling & Sanitation Department has continually increased services and initiated changes with reduced personnel. The Department successfully accomplishes its missions while consistently providing resources to other Departments to assist with their functions including: snow plowing, clear storm debris, Parks cleanup, welding and repair equipment, receive revenues, etc.

The **Recycling & Sanitation Department continued the promotion** of our recycling efforts by completing the update of the Department Website. The updated website includes all current Department information as well as our newly created database called RECYCLOPEDIA. Recyclopedia provides information on how to reuse, recycle or dispose of all items requested.

The Department spent many hours addressing local residents concerns regarding cleanliness of the Transfer Station area. This included installation of an improved canal wall fence, load area funneling brushes, hiring of two seasonal employees for the constant upkeep of the Transfer Station yard. The Department also changed our load out processes to limit outflow of waste from hauling trucks and developed and had a vendor install an innovative brush system at the Transfer Station load out hole which will limit debris while loading trucks.

The Department opened a new Scale House building which improves operations and completed the installation of a new outbound scale. In addition we completed the installation of a **new Scale software database** which provides for improved accounting information and quicker customer service.

**The DEEP Recycling rate for the waste that the City exported this past year improved from 37% to 49%;** this is calculated using MSW, Recycling, leaves and yard waste. The continued development of our single stream recycling program resulted in a **28% diversion** rate from our City collected garbage. The City diverted 12,234 tons which saved the City **\$844,000** from garbage hauling expense. Additionally the Recycling program received **\$209,000** from the sale of these recycling commodities. Since the inception of the single –stream recycling program 7 years ago, Stamford has saved over \$3 Million as a result of waste being diverted into recycling. During the same period we have collected over \$900k in revenue from the sales of recycled material.

The electronics recycling program available at the Katrina Mygatt recycling centers has enabled Stamford to become the largest electronic recycler in the State by recycling 270 tons of electronics. The recycling center also collected and donated clothing to Goodwill and Big Brother/Sister by providing containers at the recycling center. The Department also facilitated the recycling of 20 tons of mattresses as part of the State Mattress recycling program. We also recycled 1.98 tons of fluorescent bulbs, 2.3 tons of batteries, 2,060 gallons of yellow cooking oil and 2775 gallons of motor oil.

The Department sponsors 8 hazardous waste collections events, 7 in neighboring Towns, a year with a goal of minimizing hazardous material being disposed of improperly. The 8 events resulted in 602 households properly disposing of hazardous materials.

The Scale House collected over **\$1.93M** processing the disposal of Private commercial garbage and recycling, leaves and brush. Payments also included for Freon removal, tires, Recycling revenues and payments from residents dumping over the allotted 200 lbs. free per day.

The Transfer Station Division includes overseeing the six days a week operation of a State Licensed 1000 ton per day transfer station, Scale House and Katrina Mygatt Recycling Center facilities in which all of the City's municipal solid waste (MSW) and bulky waste (BW) is accepted and reloaded for out of town disposal. In fiscal year 2015-16, we processed 54,530 tons of MSW 12,399 tons of leaves, 6,555 tons of brush and logs, 12,234 tons of household recycling (\$209k revenue), 895 tons of mixed metal (\$49k revenue).

The Collections Division provides for the once a week curbside collection of garbage from over 25, 500 single and multi-family homes, condominium units, schools, Parks and Municipal buildings. Collection for residential curbside recycling is for over 33,000 households. We also provide backyard collection of recyclables and garbage for approximately 900 residents with medical or age exemptions.

In addition, the Collections section is responsible for the operation and collection of the City's litter basket program that has over 1,300 units throughout the City. During the Spring/Summer months this is a seven day a week service with limited staff due to the increased outdoor activity at the parks, schools and beaches as well as the downtown business district in Stamford.

The Collections Division also collected broken toters and distributed over 1,000 larger or replacement recycling and garbage toters throughout the City.

The Department coordinated with the Board of Education efforts to increase recycling by providing guidance to assist schools recycling program which increased recycling 267 to 419 tons.

**The Departments ongoing future concerns are:**

The Department responsibilities **are increasing and additional staffing is required due to these needs and staff aging.** Increasing number of households and condos combined with the aging staff requires additional full time staff for the daily collection of waste at households, parks and City streets .

The Department Truck and Equipment fleet is very old and costly to maintain so the Replacement Program needs to continue to be funded for operational efficiency.

<i><b>Recycling &amp; Sanitation - Trends</b></i>				
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
DEEP Recycling Rate	47%	37%	37%	49%
Single Stream Diversion Rate	27.%	28%	28%	28%
Tons diverted	10,605	10,963	11,082	12,234
Income: Sale Recycling commodities	\$91,000	\$36,000	\$194,000	\$209,000
Scale House Income: (Millions)	\$1.2M	\$1.5M	\$1.9M	\$1.9M
Tons Of MSW out:	47,733	51,863	54,168	54,530
Tons of leaves out:	16,400	11,344	11,941	12,399
Tons of Brush/Logs out	14,500	7,313	6,704	6,555
Tons of Mixed Metal out:	612	666	683	895

## **I. Stormwater Management Department**

The Stormwater Management Department has made significant progress toward overall compliance with the MS4 stormwater permit #CT0030279 issued by the Connecticut Department of Energy and Environmental Protection (DEEP) to the City of Stamford on June 4, 2013. MS4 stands for “**M**unicipal **S**eparate **S**torm **S**ewer **S**ystem” and the issuance of this permit has greatly increased the City’s responsibility to regulate the water quality of stormwater discharge generated on both public and private properties. The goal of the Department is to ensure the City is in compliance with all state and federal stormwater regulations and to ensure the rivers, streams, ponds, and watercourses within the City are free from pollutants and toxins which are harmful to people and the environment.



During the 2015 / 2016 fiscal year, the Stormwater Management Department accomplished numerous tasks related to infrastructure operations and maintenance. In the fall of 2015, the department took delivery of one (1) new '**Vactor**' vacuum truck, used to undertake regular cleaning, maintenance, trouble shooting, and illicit detection source work. In the spring/summer of 2016 the department took delivery of two (2) new Stetco Hydraulic crane trucks, which will be utilized for catch basin cleaning operations and culver clearing work. The Stormwater Management Department was able to utilize and existing EPA/CT DEEP administered grant to purchase the vehicles.

Routine cleaning of the City's 11,000+ catch basins continued during the 2015 /2016 period. A total of 2,048 catch basins were inspected and cleaned during the period, and removed 3,057 tons (over 6 million pounds) of material, including trash, sediment, decomposing organic matter, sand, gravel, and soil. As in previous years, all inspections were recorded in the field with an I-pad tablet linked to the City's GIS and GPS data resources.

Catch basin cleaning operations continued through the 15/16 period until the City's mandated leaf-pick up program commenced in mid-November. The leaf pick-up program was completed by mid-December, at which point the weather was warm enough to continue catch basin cleaning work. However, catch basin cleaning operations were suspended for the colder portions of January and February due to the cold winter, heavy snowfall, and frozen catch basin grates and sumps. Cleaning and maintenance operations resumed as normal in early March. Any drainage structure requiring repairs based upon the inspection and cleaning is forwarded on to the Engineering Department for follow up. Another important component of operations and maintenance is training for City personnel.

During the 2015 / 2016 fiscal year, the department continued to develop and implement a campaign of public outreach and education. This included updating the Stormwater Management Department website, coordinating with various watershed groups and concerned citizens, procurement and placement of thousands of storm drain markers in English and Spanish, procurement of materials and site selection for thirty (30) additional pet waste stations, provided 3,550 educational pamphlets to the Town Clerk for distribution at time of issuance or renewal of dog license, sent targeted

mailings to neighborhoods where illicit dumping was discovered, and conducted a stormwater educational program for the entire sixth grade class at Dolan Middle School. Additionally, the department also pioneered the development of a City-wide Spill Prevention and Response plan, which coordinates the resources of the Fire Department, Highway Department, and the Stormwater Management Department; in an effort to properly mitigate spills in a timely fashion to avoid impacts to nearby waterways.

The department coordinated the collection and submission of both in-stream and wet weather outfall monitoring data to CT DEEP. The in-stream data was collected from ten (10) different in-stream locations, in the summer of 2015 and the fall of 2015. Because of the ongoing drought in southwester Connecticut, there was no opportunity to collect in-stream data for a wet weather qualifying event in the spring of 2016. Laboratory data is also being collected from dry and wet weather stormwater discharge pipes / outfalls, and has been submitted to US EPA and CT DEEP in the required Stormwater Annual Report, which was submitted on 9/29/2016 can be found online at: [http://www.stamfordct.gov/sites/stamfordct/files/uploads/20160928\\_2015-16\\_annual\\_ms4\\_stormwater\\_report\\_final\\_package\\_reduced.pdf](http://www.stamfordct.gov/sites/stamfordct/files/uploads/20160928_2015-16_annual_ms4_stormwater_report_final_package_reduced.pdf) or in hard copy form at City Garage (90 Magee Ave.) or on file at the Ferguson Library.

The department is also responsible for stormwater monitoring, sampling, inspections and compliance at the City's five (5) General Permit Industrial sites. The sites include: Stamford Police Department, City Garage, Town Yard, Harbor View Transfer Station, and Scofieldtown yard. Compliance with DEEP general permit requirements requires frequent sweeping, catch basin cleaning, and coordination of wet weather sample collection and submission of data to CT DEEP.

### **m. Cashiering & Permitting**

2015-16 was a year of renovation for Cashiering and Permitting.

Beach stickers were sold on-line this year, with 3,000 sales. This innovation reduced window and staff time.

The ability to order a beach sticker was extended to a year-round service, reducing window and staff time.

Working with the traffic and parking bureau chief, mobile phone apps can now be used to pay for on-street and garage parking. Initial response has been excellent and parking revenues are increasing because of this innovation.

Parking violation revenue increased from \$1.8 million to \$2.45 million, an all-time high thanks to excellent team work involving Parking Enforcement, Cashiering and Permitting and the new Traffic and Parking Bureau.

By October Enforcement will have a plate scanner that will greatly increase the city's ability to track and tow scofflaws.

#### **n. Citizen's Service Center**

Parking tickets can now be appealed via the Citizens Services Center, saving residents a trip to Cashiering and Permitting.

All service requests increased by 23 percent this year. Requests by phone and e-mail were consistently robust in the past year, but more work needs to be done to make the on-line system easier to use and less error prone. It still requires heavy editing by our department.

<i><b>Citizens Service Center - At a Glance</b></i>			
<b>Citizens Services Center</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
- Total requests	8,900	10,300	13,115
- Completion rate	93%	97%	92%

#### **o. Terry Conners Rink**

Terry Conner's Rink completed the 2015/16 fiscal year slightly lower in revenue (3.0%) than the previous year. This was in large part due to closing for 9 weeks for maintenance and floor evaluation / testing. Our summer camps this year had a record 402 kids over 8 weeks bringing in nearly \$98,000 in revenue to the city. TCR's learn to skate program has also generated an increase in revenue of 5 %.

Terry Conner's continues to offer residents year round public skating sessions, open hockey sessions, freestyle sessions for figure skaters and a strong learn to skate lesson program. TCR also runs a summer men's hockey league.

The Stamford Youth Hockey Association is based at our rink and begins practice the first week of September. Youth games can be attended free of charge most weekends September through February. Four high school hockey teams also call TCR home. Games begin with a round robin Jamboree on Saturday December 10th. Games continue from mid-December through February culminating with the FCIAC playoffs which drew over 2,000 spectators for the final championship game this past season. For viewing the youth hockey or high School hockey schedule check [www.tcrink.com](http://www.tcrink.com) for dates and times.

If figure skating is your thing TCR once again hosted the annual Synchro Open. This event featuring our local synchronized teams The Shadows / Shimmers & Sprites is comprised of nearly 100 hundred synchronized skating teams from up and down the east coast and brings well over four thousand people through our doors for the weekend competition to either compete or spectate. This year's event dates are December 3rd & 4th.

This past August saw the completion of two capital projects at Terry Conner's Rink including all of its interior and exterior doors as well as the mansard or side roof surrounding the rink.

Going forward TCR will continue to offer affordable ice at what many hockey and figure skaters alike call "the best ice around"! The TCR staff takes great pride in this.

#### **p. E. Gaynor Brennan Municipal Golf Course (Golf Commission)**

Brennan Golf, in FY 2016, saw its best year in several years, with all major revenue categories showing a significant increase. This was due to a relatively mild winter, and an earlier than usual opening to the 2016 Golf Season was of significance.

The course, in 2016, continued to show improvement. The focus in 2016 was decreasing grassy weeds throughout the course. Weather in the summer of 2016 was a very difficult year for maintaining turf grass as we experienced periods of drought, and then periods of rain with extreme heat. This type of weather can be deadly for turf mown at heights of cut as low as 0.125". The facility continues to maintain our self-sufficient status, having not used any tax revenue for over Sixteen Years.

Due to increased payments in employee benefits for a two year period, plans for projects were held back in order to maintain our solid fiscal standing. However as we enter FY 2017, along with the Golf Commission, are beginning the planning stages for Tee construction paid for through Golf Revenue.

<b>E. Gaynor Brennan – Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Players	35,007	36053	38,198
Player revenue	\$855,229	\$894,087	\$974,103
Increase/decrease in player revenue at Brennan from prior year	\$(15,996)	\$38,858	\$80,016

## **8. OFFICE OF LEGAL AFFAIRS**

During Fiscal Year 2015-2016, the Director of Legal Affairs and Corporation Counsel, along with her Deputy Corporation Counsel and six staff attorneys, rendered 17 formal legal opinions to city departments, agencies, boards and commissions and provided more than 300 informal opinions to various departments, agencies, boards and commissions. The department also drafted a number of ordinances and resolutions for consideration by the Board of Representatives at its or the Mayor's request, and appeared before numerous boards and commissions to provide ongoing counsel on both procedural and substantive issues. Additionally, the Law Department worked with the Purchasing Department to review, approve and process several hundred contracts, agreements, requests for proposal and bid waivers.

The Law Department has continued to provide legal services to the Board of Education, including tort claims and lawsuits, discrimination claims and contract disputes. In addition to representing the Board in litigation and reviewing contracts as requested, this office has advised the Board on employment issues and Freedom of Information issues. During the fiscal year, the Law Department expended approximately 2126 hours on Board of Education matters, for which the City billed the Board of Education \$255,200.

A total of 167 claims were filed against the City this fiscal year, including vehicular tort claims, highway defect claims and a variety of personal injury

and property damage claims. 102 lawsuits were instituted against the City, including personal injury, contract, employment and tort claims, tax appeals, as well as administrative appeals from City Boards. At the close of Fiscal Year 2015-2016 there were 289 lawsuits pending against the City.

The Law Department assists and advises all City Departments with Freedom of Information requests and represents the City before the Freedom of Information Commission. The volume of Freedom of Information requests has increased dramatically in the past few years. In November 2013 the Law Department added a part-time Assistant Corporation Counsel to assist with Freedom of Information Requests, to act as the City's Americans with Disabilities Compliance Officer and to assist with other matters in the Law Department. During fiscal year 2015/16 there were approximately 718 Freedom of Information requests handled by and/or reported to the Law Department.

During the year, the Law Department handled 68 delinquent tax matters in total. The Law Department resolved 18 cases in-house and worked with outside counsel in resolving 19 cases, and entered into payment plans on many others. Through the efforts of outside counsel and this office approximately \$1,479,998.28 in delinquent tax revenue was collected this fiscal year. Additionally, the Law Department collected \$57,235.03 in damages on behalf of the City for City property and automobiles that were damaged as a result of incidents involving City property or motor vehicle accidents with City cars.

The Law Department also monitored bankruptcy actions in which the City is listed as a creditor for taxes and/or parking violations and is actively filing proof of claim documentation in order to recapture revenue owed to the City of Stamford.

Other highlights of the fiscal year were:

- Worked with Mayor's office and Board of Representatives on the LGBT ordinance; Deputy Corporation Counsel appointed as LGBT liaison to Mayor's office
- RFI for legal services for BOE
- Transition of Smith House from City run skilled care facility to private management by Center Management Group

- Worked with Board of Representatives and representatives of the community on Food Truck Ordinance
- Worked with BOE & Engineering to get new school up and running within a year.
- Participated in negotiation of police contract
- Obtained Summary Judgment on several cases against the City
- Many other favorable settlements, verdicts, and dismissals in civil rights cases and personal injury cases that exposed the City to damages, attorney's fees and punitive damages

<b><i>Legal Affairs - Trends</i></b>			
<b>Legal Affairs</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
# of formal legal opinions	7	17	17
# of claims filed against the City	140	253	167
# of lawsuits against the city	268	126	102
# of delinquent tax matters	134	68	68

<b>Municipal Employee Bargaining Organizations</b>		
<b>Organization</b>	<b>Number of Employees</b>	<b>Current Contract Exp. Date</b>
Stamford Police Association	267	06/30/2019
Local #786 of the International Association of Firefighters, AFL-CIO (downtown)	268	06/30/2019
Local #2657 of the AFSCME, Council #4, AFL-CIO (Supervisors)	104	06/30/2018
Local #465 of the AFSCME, Council #4, AFL-CIO (registered nurses)	35	06/30/2014
Local #1303-273 of the AFSCME, Council #4, AFL-CIO (Hygienists)	4	06/30/2014
Local #1303-191 of the AFSCME, Council #4,	6	06/30/2014

AFL-CIO (Attorneys)		
International Union of Operating Engineers	27	06/30/2017
Local #2377 of the International Union, United Automobile Workers, AFL-CIO	333	06/30/2017
Stamford Board of Education Employee Association (Custodian & Maintenance)	150	06/30/2018
Local #222 of the United Electrical Radio & Machine Workers of America	125	06/30/2015
Non-unionized	40	n/a
Total City Employees*	2,072	

*\*does not include 527 seasonal workers*

## PART III – EDUCATION

The following highlights represent major accomplishments in Stamford Public Schools (SPS) for the 2015-2016 school year.

### Research

- In 2015-16, a total of 975 Stamford Public School high school students completed one or more Advanced Placement Tests and participated in the Advanced Placement Testing Program of the College Board. Of these students, 242 were recognized as Advanced Placement Scholars for outstanding achievement on Advanced Placement exams.
- Eight SPS students from the Class of 2016 were named National Merit semi-finalists (top 1% in the nation). An additional 10 students were named as commended students (top 5% in the nation).
- A senior from AITE was recognized as a Presidential Scholar, one of 100 Presidential Scholars nationwide.
- Plans for opening the New IB Interdistrict Magnet at 200 Strawberry Hill Avenue progressed smoothly with support from state legislators and City officials. The magnet lottery successfully filled 120 kindergarten and 120 first grade seats for 2016-17 with students from Stamford's very crowded elementary schools.
- Beginning with the Class of 2010, the Connecticut State Department of Education introduced a new and more rigorous four year graduation measure. Since 2010, the four year graduation rate has risen from 83%



(Class of 2010) to 87% for the Class of 2015, the most recent data available. More than 80% of high school graduates of Stamford Public Schools enroll in post-secondary education.

- Implementations of a Three-Year Technology Plan, began in 2015-16, with input from teachers, administrators, Board of Education members, students, and community representatives. The focus is on teaching and learning with technology support. Measureable goals are incorporated.
- A Parent Portal, opened in 2014-15, continued in 2015-16, for middle and high school parents to access attendance, test results, and grades for their children. The Parent Portal will be expanded for parents of elementary level students in 2016-17.
- By the end of the 2015-16 school year, all teachers were trained by professors from Southern Connecticut State University in strategies to enable English Language Learners to access academic instruction, in accordance with the SPS Department of Justice Settlement.
- Professional Development sessions continued in the 2015-16 school year with teachers, social workers on a range of mental health topics. Participants were instructed to recognize students who might be dealing with emotional issues and to offer appropriate referral guidance.
- For the second year in Spring 2016, SPS administered the Comprehensive School Climate Survey to parents, staff and students. Schools are studying the results and creating action plans to address areas of need.

## **Curriculum and Instruction**

### Literacy – Elementary

- Continuation of professional learning for grades K-5 on deepening their understanding of the CT Core Standards as they apply to the curriculum and instruction in the classroom.
- Professional learning for all K-5 teachers on Writing for Understanding.
- Integrated reading, writing and content area units for grades K-5 aligned to the CT Core Standards.
- Continuation of the Reader's and Writer's Workshop Model – using K-5 Strategic Literacy Framework:
  - Focused Reading: Read Aloud, Shared Reading, Guided Reading
  - Focused Literacy Work Period: Engaging, purposeful and challenging literacy practices during the Work Period; incorporating

the Daily 5 (Reading to Self, Reading to Someone, Working on Writing, Listen to Reading, Word Work)

- Reading and Writing grounded in evidence from content-rich nonfiction and informational texts
- Speaking and listening CT Core Standards are embedded throughout the units of study
- Focused Word Study: Phonics, Vocabulary, Grammar and Spelling

#### Literacy - Secondary

- Professional learning focus for grade 6 – 8 teachers on improving writing and grammar usage
- Professional learning focus for grades 9 – 12 teachers on improving writing
- Curriculum Committees revised common unit assessments and developed new districts assessments for this school year.
- Curriculum Committees revised reading and writing rubrics to strengthen writing
- Continuation of levels of questions in order to increase rigor in the classroom

#### Mathematics – Elementary

- Continued implementation of CT Core State Standards in mathematics at the elementary school levels.
- Continuation the use of learning stations as a means of differentiating at all elementary schools in grades K-5.
- Continuation of the implementation of the mathematical practices.
- Continued classroom embedded/individualized professional development for K-5 novice and veteran teachers.
- Implementation of Everyday Math 4 in all elementary schools.

#### Mathematics – Secondary

- Curriculum committees revised assessments including mid-terms and finals in both middle and high school
- Curriculum committees completed pacing guides and course blue prints at middle and secondary levels
- Curriculum committees reviewed and selected resources from the Connecticut Department of Education in Algebra 1, Algebra 2 and Geometry for implementation

- Increased focus on Algebra 1 at the middle and high school levels
- Math 180, a math intervention and support program, will be implemented at Rippowam and West hill High School for academic year 2016-2017.

### Elementary Science

- Continuation of full implementation of SPS science program in grades K-5
- Developing units of study for the Next Generation Science Standards
- Continued materials support for elementary science teachers provided by the elementary science paraprofessionals.
- Integrating literary CT Core Standards through the units of study
- Working with community partners to offer our K-5 students authentic hands-on scientific investigation experiences

### Secondary Science

- Curriculum Committees revised curriculum guides to include Webb's Depth of Knowledge
- Curriculum Committees revised district midterms and finals based on item analyses
- Curriculum Committees revised pacing guides based on teachers' feedback.
- Curriculum Committees included new CCSS rubrics and feedback forms

### STEM

- Continuation of STEM projects in grades 6-8 and in high school core science courses.
- Participation of all middle schools and high schools in Stamford Public Schools' STEMfest

## **Support Services & Special Programs**

### Office of Family and Community Engagement

- Strengthened partnership with Inspirica and the Domestic Violence Crisis Center in order to better identify and serve students experiencing homelessness.
- Trained school social workers on the rights of students and the responsibilities of schools under the McKinney-Vento Homeless Assistance Act.
- Improved our data collection of homeless and unaccompanied youth.

- Provided workshops to parents on how to prevent summer learning loss and how to read and interpret a school report card.
- Introduced the use of Language Line, an over-the-phone interpreter service in over 200 languages, to a pilot of schools in order to improve our communication with Limited English Proficient (LEP) families.
- Continuation and expansion of Neighbors Link's parent education programs at Newfield, Roxbury and Northeast schools.
- Kindergarten Registration
  - Organized, in collaboration with the School Readiness Council and the Early Childhood Collaborative, a Kindergarten registration campaign in order to increase the number of families that register their student for Kindergarten prior to the first day of school
  - Improved our new student data collection by introducing an online registration form for parents.
  - Partnered with Neighbors Link Stamford, Boys & Girls Club, Ferguson Library and Childcare Learning Centers (CLC) so that 100% of new parents filled out the registration form online.
  - Introduced the scanning of required registration documents for all new students, laying the groundwork for an electronic record system
  - Strengthened our partnership with preschool and daycare providers by collecting data of incoming Kindergarten students. We used the data to e-mail, text and call parents for the first time to remind them to register their Kindergarten student for school.
  - Solicited and received the support of various community organizations and volunteers, including the Junior League, CLC, Ferguson Library, Optimus Healthcare, Neighbors Link Stamford, Boys & Girls Club, Girl Scouts, Boy Scouts and Inspirica, who helped families with the online registration form, provided information about their programs and services, and/or offered childcare at many of our events.

- In response to community feedback, established one Kindergarten Orientation Day for the entire district so that all elementary schools held their orientation on the same day and at the same time.
- As a result, we registered 1048 Kindergarten students by August 1st this year – 330 more students registered than last year!

### Special Education Services

- Third year using scheduling and work-load management software resulted in transferring 20 student support staff to meet service increases in different buildings.
- Continuing Paraeducator procedural process to manage District needs in 20 buildings resulted in keeping within the budgeted FTEs.
- Completed ongoing Paraeducator training in the areas of sensory communication, activities of daily living, inclusion support, transition (18-21) and career exploration, and positive behavior interventions.
- Autism spectrum disorder curriculum implemented preschool to high school with ongoing professional development.
- Transition (18-21) services implemented at an off- site location in the University of Bridgeport Stamford Campus for up to 25 students inclusive of vocational experiences, activities of daily living , social skills, functional academics, community opportunities, and independence skills in alignment with the State Board of Education requirements. First graduating class of eight students in June 2015 with 100% of students linked with adult agencies.
- Completed professional development for special education teachers in the Austin Spectrum Disorder curriculum and applied behavioral analysis.
- ASD-both SHS & WHS-classroom tablets with supportive apps added.
- Continual updates for online staff resources and resources including efficiency and mandated reporting and data collection tools.
- Medicaid revenue \$1,432,000.00
- 2,007 children received special education services as of June 30, 2015

### Mental Health Planning and Oversight

- Implemented CBITS/Bounce Back (evidence based group trauma focused therapy group) groups in 9 schools and in 2 programs.

- Awarded training grant from the Department of Children and Families (DCF) to participate in DCF's learning collaborative to train five social workers and psychologist intensely in the CBITS model.
- Became a part of Connecticut's CBITS network which will expose mental health staff to greater professional development and support around issues related to the impact of trauma on student emotional, social and academic functioning.
- Trained 50 mental health staff in CBITS and Bounce back.
- Awarded a \$75,000 grant from the Department of Children and Families to ensure fidelity and improvement in the delivery of CBITS in our schools.
- Partnered with Child Health and Development Institute for training support and data collection of socio-emotional functioning measures required for the CBITS program.
- Received initial CBITS report indicating promising trends regarding the effectiveness of the CBITS for the population served.
- Partnered with New York University/Child Study Center for clinical consultation on CBITS fidelity. Working with model developers on future funding on CBITS-model focused on coaching support for teachers in the classroom.
- Worked closely with DCF around ways of enhancing mental health support in the district.
- Received correspondence from parents involved in the CBITS initiative indicating improvement in students emotional functioning in the home and community environment.
- Dialectical Behavioral Therapy (DBT)/Health Skill Classroom
- Implemented the position of a centralized district Trauma Support Specialist. The position provides consultation and support to elementary schools with young students endorsing trauma histories and supporting the CBITS initiative through training, support, coaching and co-leading groups.
- Trauma Specialist additionally providing structural support and professional development in trauma informed practices to mental health staff as well as educators.
- The district has seen an increase in educators' ability to identify and refer children who are presenting with emotional dysregulation secondary to trauma histories. Educator dually exhibiting greater

- knowledge and empathy on ways of understanding the undercurrent of what appears as disruptive behaviors. Thus, SPS culture to more trauma-informed, culturally responsive mental health identification has anecdotally progressed this academic year.
- Trained 107 staff members in Physical and Psychological Management (PMT) 2016-17 academic year. PMT training covered a wide range of interventions that assist staff in managing the aggressive actions of students.

### **Facilities**

- The Board of Education Facilities Department is responsible to maintain 21 schools with over 3 million square feet of buildings and approximately 300 acres of property. Our combined custodial/trades staff of 154 cleans and maintains our schools every day. In addition to our full time staff the BOE also employs 42 part-time outsourced cleaners
- The SBO was awarded a 2.68 million dollar alliance grant which allowed the facilities department to address long standing repair and maintenance projects which were not addressed in the operating budget .Numerous paving projects , HVAC upgrades, curtain gym floor refinishing ,carpet replacement , VCT replacement and a wide variety of maintenance problems throughout the district .
- In addition to the above mentioned projects the BOE Facilities department manages a robust district wide work order system which allows the school custodial staff the ability to report and request specific request in a priority order through our on line school work order system . This system allows for the tracking of all request gives the Facilities the tools to generate a variety of reports for BOE review.
- The Board of Education Facilities Department budget is over \$20,000,000.00 per year with a Capital budget of \$4.6 million dollars, Alliance Grant 2.68 million dollars, EID project ready to begin to install LED lighting in 14 schools at a cost of over \$7 million dollars and a new k-8 inter-district magnet school costing \$67,000,000.00.

## **Finance**

- 2015-16 Operating Budget surplus of \$266,032 (.1%) on a budget of \$255,572,612.
- Development and approval of 2016-17 Operating Budget of \$263,903,563 (3.45%) to accommodate an anticipated 1.3% student enrollment growth, the opening of a new elementary school and the addition of 6.6 positions. The final budget of 3.45% was a reduction of \$3,250,000 from the BOE request.
- Lunch Program surplus for the year in excess of \$425,000 including startup of Healthy Food Certification Program in the district.
- Position control efficiencies in managing 2,218 total positions (teachers, administrators, custodians, paraprofessionals, clerical, security)
- Obtained \$845,677 settlement for district Medicaid reimbursements in 2013-14 year.
- Enhanced “dashboard” report to assist with the monthly monitoring of Special Education cost.
- Issued 7,018 Purchase Orders for goods and services. Request’s for Proposal (RFP) were completed for the following items:
  - Superintendent Search
  - Occupational and Physical Therapy Services
  - 10 year Enrollment and Space Utilization Study
  - Board Certified Behavior Analyst
  - Grade 9 In-Class Tutoring – Algebra
  - Asbestos, Lead, PCB, Air Testing
  - Education Enrichment Catalog
  - Health Care Advisory Consultant
  - Food Services Management

## **Grants and Funded Programs**

- The Board of Education was awarded \$27,258,096 in state, federal and private funding for the 2014-2015 school year. Grants included the 21st Century Community Learning Center Grants (2), Alliance Grant, School Readiness Grant, State Afterschool Grants (3), Upward Bound Grant, Purdue Pharma, and the Carl D. Perkins Grant.
- SPS was awarded the Arts Catalyst Grant. Through this grant the District partnered with the Stamford Symphony to provide 3rd graders



with curriculum from the Carnegie Institute and the opportunity to play with the Stamford Symphony in March 2015.

- The schools partnered with numerous nonprofit organizations to provide before and after school academic and enrichment programs for 6,413 students through the state funded Extended School Hours Grant.
- The Grants and Funded Office managed and coordinated the District Advancement Via Individual Determination (AVID) program. WHS was designated as a Highly Certified AVID schools for the 2015-2016 academic year.
- The Grants and Funded office worked in partnership with the Chamber of Commerce and U.S. Computer Connections to distribute approximately 50 refurbished computers, donated by local companies, to SPS third graders through the TechCycle Program.

### **Human Resources**

- For the 2015-2016 School Year: Hired 135 new teachers, 2 administrators new to Stamford, and 32 Paraeducators to replace resigning or retiring exists staff members or to fill new positions.
- To date for the 2016-2017 School Year: Hired 123 new teachers, 2 administrators new to Stamford, and 11 Paraeducators to replace resigning or retiring exists staff members or to fill new positions.
- Processed retirements (effective 6/30/2016) of 36 teachers, 18 Paraeducators, and 2 administrators
- Processed resignations of 58 teachers, 24 Paraeducators, and 3 administrators
- Directed and monitored the recruitment of highly qualified staff.
- Conducted two-day new teacher orientation and ½ day new Paraeducators orientation.
- Completed contract negotiations with the Teachers for 2016-2018.
- Provided workshops for former retirees presenting information about the state-provided health benefits and Social Security. As a result of the information presented at these sessions additional retirees selected the state TRB health plan.
- Implemented updated attendance monitoring software system, AESOP.

### **Office of Public Affairs**

- Enhanced District Website to ensure it is mobile device friendly. Utilized student, staff and alumni profiles from award-winning SPS Annual

Report to personalize the district website and engage visitors in learning about the district.

- Continued to utilize and encourage community members to sign up for webbased subscription News and Alerts function that provides notification of important school news and information. The number of subscribers to the District News has increased to 3,275, up from just over 2,000 last year. Additionally, the number of subscribers to District Alerts, which informs about emergency situations, such as school cancellations or delays, has grown to 6,500 subscribers.
- Published and distributed: SPS School Calendar, Policy Guide for Families, Middle School Reference Guide, Annual Report to the Community (which was recognized by CAFE), and articles for publication in local media.
- Continued to build relationships with local media by regularly promoting positive school stories, inviting local media to school events, and fielding daily media requests. Throughout the 2015-16 school year the Office of Public Affairs issued 54 Press Releases and 98 Media Advisories that resulted in about 76% positive or neutral online local media coverage, 66% positive or neutral broadcast media coverage, and 85% positive or neutral social media coverage, according to new monitoring service.
- Identified and celebrated outstanding Student and Staff Achievements at monthly BOE meetings, including student performances.
- Expanded use of Social Media to increase positive work of SPS. Number of Twitter followers increased to more than 2,500.
- Coordinated and communicated major district events, including a Virtual Video-Taped Staff Convocation, Mayor and Superintendent Holiday Greeting Card Competition, Tour Your Schools Day, Teacher of the Year celebration, Retirement and Recognition dinner
- Communicated with Board of Education members, schools, parents, and media as needed regarding incidents involving schools, students or staff. Regularly consult with attorneys/police/health officials as needed.
- Placed advertisements in local media (English and Spanish) for key events, graduation, and Tour Your Schools Day.

### **Safety and Security**

- Continued safety improvements,
- Utilizing SARA system in all elementary schools.
- Standard security shirts required for all security staff.
- All schools in compliance with the required number of both fire and emergency drills and school safety meetings.
- Ongoing reminders to staff to wear ID badges at all times and to challenge anyone without a badge.
- Continued to reinforce visitor rules so all visitors are required to sign in and out at the main office of each school.

### **Transportation**

- Provided bus service to more than 11,500 eligible students across the city.
- Achieved an on-time rate more than 99%.
- Enhanced effective routing for traffic safety and high efficiencies.
- Continued to utilize cameras and GPS tracking on all city school buses.

## **PART IV – ELECTED AND APPOINTED BOARDS**

### **10. 29<sup>th</sup> BOARD OF REPRESENTATIVES**

The 29<sup>th</sup> Board of Representatives took office on December 1, 2013. Elected were 27 Democrats and 13 Republicans. The Board meets in regular sessions on the first Monday of each month. A Steering Committee meeting is held each month to set the agenda for the following month.

During the period July 1, 2015 to June 30, 2016, the Appointments Committee recommended approval of 40 mayoral appointments to various boards and commissions, as well as approval of the appointment of the Fire Chief and the Director of Emergency Management and filling vacancies on both the Board of Education and the Board of Finance.

The Fiscal Committee evaluated 94 appropriations, a transfer to the Rainy Day Fund, a transfer to the Storm-Related Clean-up Fund as well as the operating and capital budget for FY 2016-17. The Fiscal Committee also monitors progress on capital projects and close-outs/reallocations, bid waivers, contract

bids, grant funds and the contingency fund. It also reviews applications and agreements to obtain grant funds.

During FY 2015-16, 54 resolutions and 18 ordinances were passed. Significant legislation included:

- An ordinance substantially amending the regulations for the prevention and remediation of housing blight to, among other things, expedite the blight enforcement process and provide a citation hearing procedure in compliance with State law ;
- Several ordinances to prohibit discrimination based on sexual orientation and gender identity or expression by the City, including by contractors hired by the City;
- An ordinance implementing financial oversight of nonprofit agencies to which the City appropriates funds;
- An ordinance requiring the testing of newly drilled private wells for water quality, including the presence of pesticides and uranium;
- An ordinance requiring permits of owners of restaurant establishments seeking to provide outdoor dining and license agreements for restaurant establishments which provide outdoor dining abutting a public sidewalk;
- An ordinance permanently increasing the amount of the Senior Citizen Tax abatement available to Stamford's Senior Citizens;
- Approval of the purchase of the property at 713 Bedford Street and the moving the Hoyt/Barnum House;
- Approval of a lease agreement and option to purchase for The Smith House

There are several other committees whose membership worked to bring about the above-listed accomplishments. These committees are: Steering, Legislative & Rules, Land Use-Urban Redevelopment, Operations, Public Safety & Health; Parks and Recreation; Education; Housing/Community Development/Social Services; State & Commerce and Transportation. During FY 2015-16, there was three special committees: Stamford Water Quality; Performance Metrics; and Cost Savings & Revenue Enhancement.

## 11. BOARD OF FINANCE

Established and governed by the *City of Stamford Charter*, the Board of Finance is an elected body authorized with specific powers and duties related to the City's finances. The Board's duties include: examining requests for additional appropriations; investigating and determining the fiscal policies of the City; approving the Mayor's Proposed Operating, Special Funds, and Capital budgets, and the proposed Board of Education budget; transmitting the approved budgets to the Board of Representatives for final approval; and determining and fixing the tax rates in each of the City's tax districts. The Board of Finance may also determine the type of bonds relating to the issuance and sale of general obligation bonds and bond anticipation notes.

The Board of Finance is composed of six members, each of whom hold office for a four (4) year term. Board members are elected by Stamford voters in citywide elections for staggered terms—one half of the membership is elected at each biennial municipal election. The members serve without compensation.

The Board of Finance holds its regular meetings on the second Thursday of each month, unless changed by resolution of the Board. These meetings are held in the Board of Finance Meeting Room, located on the Fourth Floor, Stamford Government Center, 888 Washington Boulevard. Meetings are open to the public and include a period of time, not to exceed 30 minutes, at the opening of each meeting for the public to address the Board on any item on the meeting agenda.

In addition to regular meetings, special meetings may be called by the Mayor or by any two members of the Board to address urgent issues or requests. The Board also holds hearings on the Mayor's Proposed Operating and Capital Budgets and the Board of Education's proposed budget. The Board then votes on these budgets which they may accept, reject, or reduce on a line-item basis.

The Office of Board of Finance is staffed by a permanent Clerk/Staff Person and its office is located on the 4<sup>th</sup> floor of the Stamford Government Center.

## 12. PLANNING BOARD

The Planning Board has responsibilities for preparing, adopting and amending the Master Plan; regulating the subdivision of land; neighborhood planning; providing advisory reports to other Land Use Boards; preparing the capital improvements program; and reviewing all Public Works projects.

As previously reported, the City worked with the firm of Goody Clancy in the development of the Glenbrook/Springdale Transit Oriented Development Study. The Planning Board accepted the Final Glenbrook/ Springdale Transit Oriented Development Report and on September 1, 2015 held a public hearing to amend the 2015 Stamford Master Plan Map to facilitate extension of Village Commercial zoning, as called for in the Study; it adopted the proposed changes. The Planning Board accepted the West Side Transportation Study, and is currently working on implementation strategies.

In preparation for potential rezoning of areas identified in the Springdale neighborhood (rezone 11 properties from General Industrial (M-G) zoning category to Village Commercial (V-C), FHI was hired to conduct a traffic study focusing on Hope Street. As a result of the public concerns expressed at the Springdale Civic Association Meeting, the rezoning has been put on-hold until a later date. In addition, on May 10, 2016, the Planning Board held a public hearing regarding a Master Plan Map change to Category 5 (Residential – High Density Multifamily) requested jointly by RBS Americas Corp. and The City of Stamford for a portion of property currently located in Category 14 (Open Space – Public Parks) adjacent to the Mill River south of the Clinton Court Condominiums and north of Richmond Hill Road along Clinton Avenue.

The Planning Board reviewed and approved four (4) subdivisions, creating eight (8) new building lots, as well as granted eight requested time extensions to file. In its advisory capacity role, the Planning Board reviewed forty-three (43) Zoning Board applications regarding text amendments, zoning map changes and special exception requests, and reviewed ninety - two (92) Zoning Board of Appeals applications regarding variances and special exception requests. In addition, the Planning Board reviewed seventeen (17) supplemental capital budget requests, and contracts with the City and outside services.

The Stamford Charter sets out ground rules and timing for the formulation and adoption of the Capital Budget: a process which the Planning Board initiated in September with the scheduling of departmental reviews and concluded on February 2, 2016 with a public hearing on the proposed budget. The Recommended Capital Budget was submitted to the Mayor on February 24, 2016. Upon receiving \$159,121,200 after reimbursable grants in project requests, the Board reviewed, deliberated and ultimately recommended a Capital Budget of \$64,861,900 or \$101,968,710 after reimbursable grants, for FY2015-16.

### 13. ZONING BOARD

The Zoning Board has responsibilities for regulating the use of land and buildings within the City. The Board prepares, adopts and amends the Zoning Regulations and Zoning Map so as to control and guide the appropriate use and development of property. The Board also administratively reviews Site & Architectural plans, Special Exceptions, Coastal Site Plan applications, Motor Vehicle Locations and Aquifer Protection permits.

The Zoning Board acted on a total of sixty-six (66) applications for the fiscal year 2015-2016.

The Zoning Board considered fifteen (15) amendments of the Zoning Regulations and four (4) changes in the Zoning Map.

Twenty-three (23) coastal site plans, three (3) motor vehicle locations, four (4) general development plan, and seventeen (17) other site plans and/or special exceptions were also considered.

#### **Highlights of the diverse applications approved by the Board this year:**

##### Approval of the boatyard applications

The Zoning Board approved eight related applications to facilitate the development of boat maintenance and storage and related facilities on the Stamford/Davenport Landing site and at 205 Magee Avenue, along with marina and associated improvements on the 14 acre site. The approvals will also facilitate a 218 unit residential development at Stamford/Davenport Landing. The Zoning Board held extensive discussions over 16 public hearings and 5 additional meetings to deliberate on the various issues and conditions before reaching a decision to unanimously approve the boatyard proposal.



Apart from development of a functioning boat maintenance and storage facility and related improvements, some of the key conditions of approval include \$750,000 towards off-site infrastructure improvements, public access along the waterfront, a major public destination on the 14 acre site, improvements to the West Beach boat ramp and improvements at Kosciusko Park.

### Major residential approvals

Two major residential developments approved by the Zoning Board this year include Harbor Point Parcel C8 and the RBS sites along Clinton Avenue.

- The development of Harbor Point parcel C8 will result in 391 units and will continue the transformation of the South End. The project will provide 63 on-site Below Market Rate housing units.
- The Zoning Board approved the General Development Plan, text amendment to Mill River Design District and a Zoning Map change to facilitate the development of 456 residential units along Clinton Avenue. The project had previously been refined through a pre-application process involving multiple city departments and external entities. The development will result in the dedication of a River walk easement and a contribution of \$1.7 million towards completing the River walk. The development will also be required to provide 10% of the units as Below Market Rate units.

Other key developments reviewed and approved by the Zoning Board include the following:

- LCB Senior Living on Summer Street (104 units for the elderly)
- 108 Seaside Avenue (17 residential units)
- Franklin Street (13 residential units)

### Text Amendments

In order to promote Transit Oriented Development (TOD), the Zoning Board approved a text change to allow expansion of the Transportation Center Design District Boundary. Zoning staff also participated in a tour and discussion with consultants from the Smart Growth America organization to further develop the City's policy for TOD.

### Zoning Enforcement

A significant amount of staff time is spent on zoning enforcement and the review of building permits to ensure zoning compliance. The Zoning



Enforcement staff is responsible for the interpretation and enforcement of Zoning Regulations. Zoning approvals are issued for construction projects and changes of use; certificates of zoning compliance are issued once a project is completed. In addition, zoning violations and complaints are investigated and appropriate follow-up action is taken. The Zoning Enforcement staff also provides support services to the Zoning Board of Appeals. There were 17,539 information requests answered; 1,596 zoning permits issued and 349 zoning complaints resolved in FY2015/16.

## 14. ZONING BOARD OF APPEALS

A major function of the Zoning Board of Appeals is to consider variances of the zoning regulations where there is unusual hardship in the way of carrying out the strict letter of these regulations.

Uses of property permitted under the zoning regulations, but subject to the approval of the Board, are also considered under the heading of Special Exceptions. In addition, the Board hears Appeals from decisions of the Zoning Enforcement Officer.

In the fiscal year 2015/2016 there was a slight increase in applications submitted to the Zoning Board of Appeals. The Zoning Board of Appeals considered ninety two (92) applications.

## 15. TAX ASSESSMENT BOARD OF APPEALS

The Assessor's Office is responsible for preparing the annual Grand List of both taxable and exempt property located within the City of Stamford. The Grand List is comprised of all Real Estate, Motor Vehicles, and Business Personal Property Assets.

In addition, all exemptions and benefits authorized under State and local law are processed in a timely manner.

The Net Taxable Grand List for October 1, 2014 after the Board of Assessment Appeals is:

<b><i>Tax Assessment – At a Glance</i></b>		
	<b>Net Taxable</b>	<b>FY 15-16 Mill Rates</b>
Real Estate	17,311,234,226	A 25.43
Motor Vehicle	893,550,900	B 24.89
Personal Property	1,099,129,941	C 24.14
Total	19,303,915,067	CS 24.61
Auto		27.25
Personal Property		25.43

<b><i>Tax Assessment – Trends</i></b>		
<b>Tax Assessment</b>	<b>2013-14</b>	<b>2014-15</b>
- Net Grand List all taxable property (October 1)	\$ 18,839,166,277	\$18,989,740,227

## 16. ENVIRONMENTAL PROTECTION BOARD

The Environmental Protection Board (EPB) is organized by ordinance as a multi-purpose City agency combining the duties and responsibilities of: 1) a local Inland Wetlands and Watercourses Agency, 2) a local Conservation Commission, and 3) a local Flood and Erosion Control Board. The EPB has regulatory responsibilities, including issuing special permits for development activities on properties having inland wetlands and watercourses, buffer/setback areas, and designated flood hazard areas. The EPB also has advisory responsibilities, providing review, technical assistance and comment on the potential impact of subdivisions, coastal site plan reviews, site plan reviews, variances, special exceptions, drainage/erosion control plans, utility installations, and other related matters. Information/comments are disseminated to City Boards, Commissions, Departments, professional consultants and members of the public. Finally, the EPB has stewardship responsibilities, including recommendations for the creation and subsequent monitoring of open space areas and public points of access to Stamford's waterfront and shoreline areas. EPB Staff (Environmental Planner and

Environmental Analyst) in cooperation with other City departments, inspects development projects to ensure conformance with issued permits/approvals and City standards, acts as the designated liaison with State and Federal officials on matters of wetland/floodplain/coastal management, and administers the City's participation in the Federal Emergency Management Agency's Community Rating System (CRS).

In Fiscal Year 2015-16, EPB's two full-time staff members responded to 4,912 public inquiries during its regular office hours, reviewed 1,540 applications for building and/or septic permit, and evaluated 130 formal applications before the various Land Use Boards. Note that EPB staff participated in the review of numerous projects of value and interest to the City including the Rogers Inter-District Magnet School, Mill River Middle Corridor Improvements, Davenport Landing, Stamford Hospital, Merriebrook Lane Bridge Replacement, and Sky Meadow Drive Storm Sewer Improvements. EPB Staff also performed essential functions in the application of the Stamford's MS4 Program ("Municipal Separate Storm Sewer System"), improved efforts to update pertinent resource layers in the City's Geographic Information System (GIS), enhanced the EPB website, contributed to the evaluation of the City's on-line building permit system, and maintained Stamford's good standing in FEMA's CRS Program.

## 17. BOARD OF ETHICS

The Board of Ethics (the "Board") issues an Annual Advisory Report (the "Report") pursuant to Section 19-4.E(2) of The Stamford Municipal Code of Ethics (the "Code"). It is for the period beginning June 30, 2015 (the date of the Board's last Annual Report) and ending June 21, 2016 (the "Report Period").

The Board engaged in the following activities during the Report Period:

- a. **Advisory Opinions.** During the Report Period, the Board received five requests for and issued five advisory opinions. Most of the requests involved questions of potential conflicts of interest.
- b. **Formal Complaints.** The Board did not receive any ethics complaints this year.
- c. **Board Members.** The Board welcomed two new members, Monica Smyth and Fred Springer. The Board has voted to report the attendance

record of each Board member in the Board's Annual Report, beginning with next year's report.

- d. Administrative Support Despite numerous requests by the Board chairperson, the Board did not have the benefit of any administrative support this year which created several challenges for the Board. The administrative assistant who had previously been assigned to assist the Board was relieved of that responsibility without a replacement being assigned, and without the Board being formally advised of this change. We understand that the situation is finally being rectified. The Board thanks Valerie Pankosky for volunteering to file notices and agenda with the Town Clerk on the Board's behalf in the absence of an assigned staff person.
- e. Recommendations The Board recommends the following steps to promote greater communication and cooperation between the Board of Ethics and other City Boards and agencies:
  - i. The Board meet semi-annually with a subcommittee from the Board of Representatives;
  - ii. b. The Board meet semi-annually with the Mayor and Corporation Counsel;
  - iii. Board of Representative Chairperson will disseminate to members of that board all advisory opinions issued by the Board of Ethics;
  - iv. An employee of the City will post all Board of Ethics advisory opinions and their underlying requests on the Board of Ethics website

## 18. OTHER BOARDS & COMMISSIONS

Minutes & Agendas, along with video recordings of the proceedings of several of the commissions can be accessed through the webpage identified with each board/commission/committee below. (Additional non-city commissions are listed on the City website, including various Charter Oak property boards.)

<a href="#">Boards and Commissions Quick links</a>	<a href="#">Long Ridge Fire Service Task Force</a>
<a href="#">Animal Control Task Force</a>	<a href="#">Mayor's Multicultural Council</a>
<a href="#">Anti-Blight</a>	<a href="#">Municipal Building Board of Appeals</a>
<a href="#">Board of Assessment Appeals</a>	<a href="#">Old Long Ridge Historic District Meetings</a>
<a href="#">Board of Education</a>	<a href="#">Old Town Hall Redevelopment Agency</a>

<a href="#"><u>Board of Ethics</u></a>	<a href="#"><u>OPEB Board of Trustees</u></a>
<a href="#"><u>Board of Finance</u></a>	<a href="#"><u>Parks and Recreation Commission</u></a>
<a href="#"><u>Board of Representatives</u></a>	<a href="#"><u>Patriotic &amp; Special Events</u></a>
<a href="#"><u>Camera Review Committee</u></a>	<a href="#"><u>Personnel Commission</u></a>
<a href="#"><u>Classified Employees Retirement Fund</u></a>	<a href="#"><u>Planning Board</u></a>
<a href="#"><u>Commission on Aging</u></a>	<a href="#"><u>Police Commission</u></a>
<a href="#"><u>Custodian Retirement Fund</u></a>	<a href="#"><u>Police Pension Board</u></a>
<a href="#"><u>E. Gaynor Brennan Golf Commission</u></a>	<a href="#"><u>School Building Committee</u></a>
<a href="#"><u>Economic Development Commission</u></a>	<a href="#"><u>Smith House Healthcare Center</u></a>
<a href="#"><u>Energy Improvement District Board</u></a>	<a href="#"><u>Social Services Commission</u></a>
<a href="#"><u>Enterprise Zone Board</u></a>	<a href="#"><u>Stamford Golf Authority</u></a>
<a href="#"><u>Environmental Protection Board</u></a>	<a href="#"><u>Stamford Investment Advisory Committee</u></a>
<a href="#"><u>Fire Commission</u></a>	<a href="#"><u>Stamford School Readiness Council</u></a>
<a href="#"><u>Firefighters' Pension Fund</u></a>	<a href="#"><u>Stamford Transit District</u></a>
<a href="#"><u>Harbor Management Commission</u></a>	<a href="#"><u>SWRPA</u></a>
<a href="#"><u>Harbor Point Infrastructure Improvement District</u></a>	<a href="#"><u>Tax Abatement Committee</u></a>
<a href="#"><u>Health Commission (DHSS)</u></a>	<a href="#"><u>Tax Assessment Board of Appeals</u></a>
<a href="#"><u>Historic Preservation Advisory Commission</u></a>	<a href="#"><u>Traffic Advisory Committee</u></a>
<a href="#"><u>Investment Advisory Committee</u></a>	<a href="#"><u>Traffic Hearing Officer</u></a>
<a href="#"><u>Urban Redevelopment Commission</u></a>	<a href="#"><u>Zoning Board</u></a>
<a href="#"><u>Water Pollution Control Authority</u></a>	<a href="#"><u>Zoning Board of Appeals</u></a>

## PART V – OTHER – AUTHORITIES/OUTSIDE AGENCIES

### 19. WATER POLLUTION CONTROL AUTHORITY

The Stamford Water Pollution Control Authority (SWPCA) is responsible for the operation and maintenance of a 24 million gallon per day (MGD) advanced wastewater treatment plant, approximately 250 miles of sanitary sewer, 23 sanitary pumping stations, 4 storm water pumping stations and 9,000 feet of flood control barrier. The SWPCA also provides wastewater conveyance and treatment for the Town of Darien.

The Board of Directors and the Staff of the WPCA continue to make tremendous progress, both financially and operationally. On the financial side, the WPCA has been successful in paying back a substantial amount of money owed to the City. This has been accomplished in a relatively short period of time as a result of improved operating efficiencies, conservative budgeting, and more appropriate collection practices. Focusing on improving the Authority's collection practices has resulted in the achievement of a 99% collection rate on amounts past due. Formalizing those practices has helped collection efforts, as the Authority is projecting a 95.5% collection rate on current billings.

The Board of Directors and the Staff of the WPCA continue to make tremendous progress, both financially and operationally. On the financial side, the WPCA has been successful in paying back a substantial amount of money owed to the City. Over the years, the Authority has relied on loans from the City in order to fund a portion of its operating and capital budgets, mainly as a result of poor collection practices and inadequate user-rate setting. As late as three years ago, on June 30, 2013, the total amount owed to the City approached \$8 million. As of June 30, 2016, the WPCA completely paid off the City loans and ended the fiscal year with a reserve fund of \$6 million. The Board and staff formalized new financial policies which designates \$1.5 million of the reserve as a capital reserve fund.

This has been accomplished in a relatively short period of time as a result of improved operating efficiencies, conservative budgeting, and more appropriate collection practices. Focusing on improving the Authority's collection practices has resulted in the achievement of a 99% collection rate on amounts past due. Formalizing those practices has helped collection efforts, as the Authority is projecting a 95.5% collection rate on current billings.

On the Operational side, the Board and Staff have worked diligently to implement and fund a proactive five-year capital improvement plan that adequately plans for important plant upgrades to items such as critical pumps and ultraviolet disinfection. The staff is also responsible for the "best-in-class" wastewater treatment achieved this year, as evidenced in earning record nitrogen credits in excess of \$1.6 million. In addition, much attention was paid to improving odor control measures; which have successfully improved the quality of life in the neighborhoods surrounding the facility.

Fiscal Year 2016-17 priorities include the continued improvement in financial and operating efficiencies, the construction of flow distribution improvements at the treatment plant that will assist in providing treatment of peak wastewater flows during storm events, and the engineering design of the upgrade of the headworks and aeration blowers at the treatment plant to replace aged equipment and reduce energy and chemical costs. The staff continues to address issues involving infiltration and inflow into the wastewater system by assessing the condition of the subsurface infrastructure. In addition, the Board and the Staff are reviewing existing and formalizing new operational policies, which will ensure that developed best-practices are continued in future years.

<b>WPCA - At a Glance</b>	
Gallons per day	24 million
Miles of sanitary sewer	250
Sanitary Pumping Stations	23
Storm water pumping stations	4
Flood control barrier	9,000 feet

<b>WPCA – Trends</b>			
	<b>As at 6/30/13</b>	<b>As at 6/30/15</b>	<b>As at 6/30/16</b>
Operating Debt – owed to City of Stamford	\$4.7 million	\$1. 0 million	\$<273,869*>
Capital Debt – owed to City of Stamford	\$3.3 million	\$0	\$28,824

\*Due from City

## 20. OUTSIDE ORGANIZATIONS THAT RECEIVE CITY FUNDING

The City of Stamford has provided funding to several outside organizations:

<b>Community Centers – Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Yerwood Center/Boys & Girls Club	\$51,919	\$0	\$125,000
Chester Addison	30,000	33,000	33,000
Glenbrook	23,175	25,493	27,000
East Side	20,000	20,600	21,836
Multicultural Council	8,258	15,000	15,000
<b>Non City Social Services – Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Senior Center	\$175,000	\$180,000	180,000

Liberation Programs	61,800	67,980	70,000
Shelter for the Homeless	36,800	40,000	42,400
Inspirica	43,200	47,520	47,520
Charter Oak Communities	94,500	94,500	94,500
<b>Non City Cultural – Trends</b>			
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Stamford Museum & Nature Center	\$1,020,000	\$1,110,600	1,143,300
Ferguson Library	7,140,000	7,891,700	7,668,350
DSSD – various events	100,000	125,000	160,000
Stamford Partnership	20,000	20,000	25,000
Stamford Historical Society	30,000	33,000	35,000
Stamford Center for the Arts	0	10,600	10,600
Bartlett Arboretum	309,000	275,000	275,000
Park Square West Garage	81,344	81,344	83,388
Old Town Hall Redevelopment Authority	200,396	135,619	135,619
School Readiness Program	75,000	82,500	82,500
Mill River Collaborative	250,000	350,000	400,000
Community Music (formerly Project Music)	0	40,000	42,400
Neighborhood Grants Program	0	0	75,000